

LEADER'S HANDBOOK



III CORPS
INSPECTOR GENERAL
III Corps and Fort Hood
Pamphlet 600-4
10 September 2003

Inspector General
LEADER'S HANDBOOK

History. This supersedes III Corps and Fort Hood Pamphlet 600-4, dated 15 January 2001

Summary. This guide assists leaders in properly executing their duties.

Applicability. This handbook is for use by all leaders assigned to Fort Hood and the III Armored Corps.

Changes. Changes to this publication are not official unless authenticated by the Directorate of Information Management.

Supplementation. The proponent of this pamphlet is the Inspector General (IG). Send comments and suggested changes to Commander, III Corps and Fort Hood, ATTN: AFZF-IG, Fort Hood, Texas 76544-5003.

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Section I.

General Information

1. Purpose: This handbook assists leaders and commanders in properly executing their responsibilities according to DA policy and provides leaders with information on a variety of topics commonly surfaced to the Inspector General (IG).
2. References. Section III publishes a complete list of references for topics in this handbook.
3. Scope. This handbook is for use by all leaders assigned to Fort Hood and the III Armored Corps.
4. Abbreviations and terms. The glossary lists abbreviations and terms used in this handbook.

5. General.

a. The information in the appendices includes references, highlights of DA policy, and where to go for more assistance. Appendices also include Commander responsibilities.

b. When using this guide, please keep in mind that it does not replace DA policy. As of the publication date, the information in this guide was current. However, regulations are subject to change. Before taking any final action, commanders should refer to the appropriate regulation.

c. Some appendices are mentioned in another appendix (i.e., Gifts to Superiors) but have been expanded for better clarification. The expanded appendices provide needed details that benefit leaders.

d. Unless otherwise stated, the use of masculine gender includes both male and female.

6. User comments. Provide comments or suggested improvements on this handbook to the III Corps IG. The IG is interested in finding out if any part of this handbook is outdated, difficult to use, or if any topic was excluded from the handbook. This publication is available on Phantom Clerk at <http://pclerk.hood.army.mil>.

Section II. Information Appendices

Appendix A Roles and Duties of the Inspector General (IG)

1. Reference. AR 20-1, Inspector General Activities and Procedures.
2. Department of the Army policy.

a. The Army Inspector General (IG) is an extension of the eyes, ears, voice, and conscience of the commander. With historical links dating to the Revolutionary War, the IG serves as a personal staff officer who provides the commander with a sounding board for sensitive issues, and is typically a trusted agent throughout the command. The IG is an honest broker and a consummate fact finder whose primary tools include teaching, training, inspecting, assisting, and investigating. IGs are never "off the record." Hallmarks of IG responsibilities are maintaining the confidence of members of the command, impartiality towards issues being examined, and the confidentiality of issues for all parties.

b. IGs are a means whereby the commander checks and instills discipline, ethics, and standards. IGs enable the commander to get a quick response for command related interests. Additionally, IGs are assigned short-notice requirements necessary for the unit's successful mission accomplishment.

c. In wartime, as in peacetime, the IG's role is defined largely by the leadership style of the individual commander.

(1) The assistance function is a significant positive motivator to the soldier and is maintained throughout all phases of war.

(2) Small inspection teams inspect units and operations without elaborate outbriefs or formal reports. The assessment focus continues to be on identifying systemic areas, bringing them to the attention of the commander, and fixing them as quickly as possible. It focuses on solutions rather than identifying the "guilty parties."

(3) IG training can assist units who have experienced a loss of expertise through the influx of new units and personnel, commanders unfamiliar with the operations, and inadequately staffed installations and organizations. The technical training capability of the IG can be a significant resource in wartime and peacetime.

(4) If previous history is any indicator, IG business will not slow down once the war is over. The nature, techniques, and IG procedures will continue as before, but the focus will change. Issues will now be those involving redeployment, transfer, and

disposition of equipment, ammunition turn-in, safety considerations, site turnovers, and personnel separation are just a few to mention.

d. Because of the IG's responsibility to provide eyes and ears to the commander, soldiers have the absolute right to visit the IG. In fact, AR 20-1 (Inspector General Activities and Procedures) provides for a punitive prohibition on restricting lawful communication with an IG, Member of Congress (MC), or a member of an audit, inspection, investigation, or law enforcement organization within the DoD. Encourage use of the chain of command, but if a soldier desires to communicate with an IG, let the soldier do so on duty time. The IG, by the nature of the job, will attempt to get all sides of the issue. Do not be defensive; IGs are fact finders. IGs are prohibited by regulation from recommending punishment. They provide the facts to the commander. After an issue is investigated, the appropriate commander will receive an outbrief on the IG's findings. The commander may then decide to initiate an AR 15-6 investigation or Commander's Inquiry to look further into the matter. The results of IG investigations normally cannot be used as part of further investigations or as a basis for adverse actions without TIG approval.

3. General Information.

a. What is a "Commander's Inquiry?" A commander may conduct, or require an impartial member of their command to conduct, an informal investigation within the command to find the facts about an issue or situation. The procedure may be as formal or informal as the commander thinks appropriate, to include any means from sworn statements to telephone or personal discussions. The provisions of AR 15-6 do not normally apply to inquiries of this nature. However, the commander may determine that the provisions of AR 15-6 apply in specific instances. The primary purpose of the commander's inquiry is to provide a greater degree of command involvement in preventing obvious injustices to members of the command and correcting errors before they become matters of permanent record.

b. A person who asks the IG for help, makes a complaint, gives evidence, contacts or assists an IG during an inspection or investigation or otherwise interacts with an IG, has an assurance of confidentiality for their contact. This assurance includes safeguarding their identity, the nature of their contact with the IG and protection against reprisal. The IG has a duty to protect confidentiality to the maximum extent possible, particularly when it is specifically requested. While the need for confidentiality and the measures necessary to protect it will vary with the circumstances, the IG always gives this issue priority attention. However, the IG may determine a disclosure is unavoidable during the course of an inquiry or investigation and will then inform the person before disclosure. If the person objects to the disclosure, the IG will coordinate with the legal office, and the U.S. Army IG, before proceeding. Often, when a person seeks assistance from the IG, it is necessary to reveal the person's identity to get the help needed. The IG will inform the person of that necessity. The intent behind this emphasis on confidentiality is to protect the individual's privacy, maintain confidence in the IG system, and minimize the risk of reprisal. It encourages voluntary cooperation and willingness to ask for help or to present a complaint for resolution. Confidentiality *cannot* be absolutely guaranteed.

c. Within the realm of training, the IG can provide commanders with expertise in a variety of subjects. The IG system should be thought of as a switchboard. If the subject matter expert is not in the IG's office, the IG can refer them to the subject matter expert within the Corps. Use this wealth of knowledge to assist yourself as a commander.

4. Commander's Responsibilities. Afford every soldier the opportunity to visit the IG should the need arise, without any repercussions.

5. Points of Contact.

a. Servicing IG – 13th Corps Support Command (13th COSCOM), 1st Cavalry Division (1CD), 4th Infantry Division (4ID).

b. Next higher level IG – III Corps and FORSCOM.

Appendix B

Administrative Separations (Chapters)

1. Reference. AR 635-200, Enlisted Personnel.

2. Department of the Army policy.

a. There is substantial investment in training personnel enlisted or inducted into the Army. Commanders will ensure that adequate counseling and rehabilitative measures have been taken before initiating separation actions on soldiers for any of the following reasons:

- (1) Involuntary separation due to parenthood (Chapter 5-8).
- (2) Personality disorder (Chapter 5-13).
- (3) Other designated physical or mental conditions (Chapter 5-17).
- (4) Entry level status performance and conduct (Chapter 11).
- (5) Unsatisfactory performance (Chapter 13).
- (6) Minor disciplinary infractions or a pattern of misconduct (Chapter 14-12).
- (7) Failure to meet body fat standards (Chapter 18).

b. When a soldier's conduct or performance reaches the point where continuation of such conduct or performance would warrant initiation of separation under any of the cited provisions, they will be formally counseled by a member of their chain of command about their deficiencies *at least once* before initiating separation action. Before initiating separation action, there must be evidence that the soldier's deficiencies have continued after the initial formal counseling.

c. Conduct this counseling according to AR 635-200, para 1-16. The counseling will be comprehensive and address, at a minimum, the subjects identified below. When generating the counseling, the counselor should consider whether the counseling is sufficient to reflect that the soldier was formally counseled concerning his/her deficiencies and given a reasonable opportunity to overcome or correct them:

- (1) Reason for counseling and the date.
- (2) Specific behavior that provides a basis for separation.
- (3) Language notifying the soldier that separation may be initiated if the cited behavior continues.
- (4) Other guidance as appropriate.

d. Each counseling session required by this paragraph *must* be recorded in writing using a DA Form 4856 (General Counseling Form).

e. The counseling must reflect that the soldier was formally counseled concerning his/her deficiencies and given a reasonable opportunity to overcome or correct them.

f. At least one of the following rehabilitative measures will be taken prior to the initiation of separation action for any of the reasons listed above:

(1) Reassigned at least once, with at least three months of duty in each unit. Reassignment should be between at least battalion-sized units.

(2) Permanent change of station (PCS), provided that it is approved at the appropriate approval level.

g. Rehabilitative transfer requirements in chapters 11, 13, and 14 may be waived by the separation authority in circumstances where common sense and sound judgment indicate that such transfer will serve no useful purpose or produce a quality soldier. Such circumstances may include:

(1) Two consecutive failures of the APFT.

(2) Pregnancy while in entry-level status.

(3) Highly disruptive or potentially suicidal behavior.

(4) Active resistance of rehabilitative efforts.

(5) Soldiers assigned to small installations or at remote locations.

(6) Situations in which transfer to a different duty station would be detrimental to the Army or the soldier.

h. The separation authority may waive the requirement for a rehabilitation transfer at any time on or before the separation authority approves or disapproves the separation.

3. General information.

There are multiple regulatory bases for separating enlisted personnel. There are more than 14 bases cited in AR 635-200 for involuntary separation. Each has its own set of rules and procedures. For example, in separations involving minor disciplinary infractions or a pattern of misconduct (para 14-12 a & b) or unsatisfactory performance (para 13), a rehabilitative transfer must be provided unless waived by the separation authority. Some separation actions require you to use the notification procedure in AR 635-200, Chapter 2. Other separation provisions, and situations involving soldiers with more than 6 years of Active Federal Service, or where the chain of command recommends the soldier receive an Other Than Honorable, allow the soldier to appear

before a board. Both procedures advise a soldier of his rights in the proceedings and is part of the due process procedure. *A commander's failure to administer separation actions according to regulation can result in the action being deemed legally insufficient.*

4. Commander's responsibilities.

a. Become thoroughly familiar with the regulations governing the type of separation action desired.

b. Consult with the servicing judge advocate and adjutant before initiating any separation action.

c. Ensure reasonable efforts toward rehabilitation have been exhausted, if required, before initiating separation proceedings.

d. Ensure adequate counseling has been accomplished in writing.

5. Points of contact.

a. Adjutant or Personnel Sergeant, S-1.

b. OSJA.

c. Installation Transition Center.

Appendix C

ARMY CAREER ALUMNI PROGRAM (ACAP)

1. References.

a. Section 1142, Title 10 U.S.C., Pre-separation Counseling; Transmittal of Medical Records to Department of Veterans Affairs.

b. MILPER Message Number 02-156, TAPC-PDO, Preseparation Counseling Checklist (DD Form 2648), 13 May 2002.

c. DD Form 2648, Pre-Separation Counseling Checklist.

d. Fort Hood Regulation 612-3, In- and Outprocessing.

2. Department of The Army Policy.

a. The Army Career and Alumni Program (ACAP) provides transition assistance to soldiers who are separating or retiring from active duty, DoD civilian employees affected by reduction-in-force actions or who are retiring, and their families. Pre-separation counseling includes benefits information, career guidance, job search skills development, job search assistance, and other guidance relevant to a thorough transition.

b. In addition to giving vital direction to one's transition, pre-separation counseling through ACAP is congressionally mandated by Public Law Title 10 U.S.C Sec 1142. This law means that all separating soldiers regardless of rank are required to be counseled and receive the DD Form 2648, Pre-separation Counseling Checklist, at least 90 days prior to expiration term of service (ETS). Soldiers cannot clear Fort Hood without this checklist.

c. Beginning the ACAP process in a timely manner is critical to a successful transition. The ideal time to begin the process is six months prior to ETS or one year prior to retirement. Additionally, MILPER MESSAGE # 02-156, Preseparation Counseling Checklist (DD Form 2648), 13 May 2002, states that retiring soldiers are authorized to initiate preseparation counseling up to 24 months prior to retirement date and that all other soldiers can initiate the process up to 12 months prior to separation date. Soldiers pending a chapter separation are encouraged to contact ACAP upon submission of the chapter packet by their unit. Orders are not required.

d. The ACAP Center should be contacted for information regarding availability and scheduling of services. Table C-1 lists telephone numbers for the ACAP Center. Contact the ACAP Center to schedule a briefing for your unit about eligibility, policies, procedures and services.

e. Refer to the ACAP Center Public Folder for current and detailed information about eligibility, services, scheduling and more. It is on the installation e-mail system;

Fort Hood Public Folders/III Corps/Adjutant General/ACAP. Address for the DA ACAP website is <http://www.acap.army.mil>.

3. Points of contact.
 - a. Unit first sergeant.
 - b. ACAP Center.
 - c. Office of the Adjutant General, Military Personnel Division Chief.

Table C-1. Telephone numbers

Office	Telephone Number
ACAP Center	288-2227 or 288-5627
ACAP Transition Services Manager	288-6735
III Corps BOSS Representative	287-6116 or 287-0270
Department of Social Work Services	288-6474
Family Advocacy Program Manager	286-6774 or 286-6775
Military Police Desk Sergeant	287-2176
Chief, Force Protection Services Division	287-2511
Supervisory Physical Security Specialist	287-1942 , 287-1923, or 287-3535
Inspector General (DoD)	1-800-424-9098

Appendix D

Awards (Individual Decorations)

1. References.

- a. AR 600-8-22, Military Awards.
- b. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).
- c. AR 600-8-104, Individual Military Personnel Records.

2. Department of the Army Policy.

a. It is the responsibility of any individual having personal knowledge of an act, achievement, or service believed to warrant the award of a decoration, to submit a formal recommendation into military command channels for consideration. A soldier may not recommend himself or herself for an award or decoration.

b. Each recommendation must be entered administratively into military channels within 2 years of the act, achievement, or service to be honored, except as indicated in, AR 600-8-22, paragraph 1-14.

c. A medal will not be awarded or presented to any individual whose entire service subsequent to the time of the distinguished act, achievement, or service had not been honorable. (AR 600-8-22, paragraph 1-16a)

d. Soldiers under suspension of favorable personnel actions (flags) are not eligible to be recommended for, or, receive an award during the period of the suspension. AR 600-8-2, paragraph 1-15, lists exceptions.

e. AR 600-8-22 details provisions on individual awards.

3. General Information.

a. Recommendations will be forwarded through command channels to the commander authorized to approve or disapprove the award. Each intermediate commander will recommend approval or disapproval. Specific reasons must be cited whenever disapproval is recommended. Commanders may disapprove the next higher award normally associated with their grade, provided such authority has been delegated in writing.

b. The award certificates for approved awards will be forwarded for filing in the Official Military Personnel File (OMPF). The DA Form 638 (Recommendation for Award) will be filed in the OMPF only in instances where the original recommendation was disapproved or downgraded.

c. Recommendations for awards must be based on specific achievements.

d. Awards for meritorious achievement or service will not be based upon the grade of the intended recipient. The predominant factor will be the degree to which an individual's achievement or service enhanced the readiness or effectiveness of their organization.

e. An individual is not automatically entitled to an award upon departure from an assignment. Consideration should be given to certificates, coins, or other signs of gratitude when a military award is not appropriate.

f. Pre-conditions for an award may not be established nor will they be used as prizes in contests.

g. Limiting awards to a specific number per unit (quotas) is not authorized.

4. Commander's Responsibilities. Ensure implementation of the provisions of AR 600-8-22.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. G-1 (Corps, Division, 13th COSCOM).

Appendix E

Bars to Reenlistment (Field Commander's Bars)

1. References.

- a. AR 601-280, Total Army Retention Program, w/Interim Change.
- b. AR 635-200, Enlisted Personnel.
- c. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).

2. Department of the Army Policy.

a. Only soldiers of high moral character, personal competence, and demonstrated adaptability to military requirements will reenlist in the Regular Army. Soldiers should be treated under the "whole person" concept. Soldiers who cannot or do not measure up to standards, but whose separation under proper administrative procedures is not warranted at the present time, will be barred from further service.

b. A bar to reenlistment is not a punitive action. It puts the soldier on notice that he or she is not a candidate for reenlistment. It lets the person know that he or she may be a candidate for separation if the current circumstances that led to the bar to reenlistment are not overcome.

c. Commanders will submit a bar to reenlistment when a fully qualified soldier requests and is denied reenlistment or extension. Commanders should be proactive and bar substandard soldiers before they are reenlistment eligible.

d. According to AR 601-280, para 1-7, "DA policy is that only those soldiers who have maintained a record of acceptable performance will be offered the privilege of reenlisting with the Active Army or transferring or enlisting into RC. Other soldiers will be separated under appropriate administrative procedures or barred from reenlistment under Chapter 8."

3. General Information.

a. Soldiers may be barred for numerous reasons. AR 601-280, paragraph 8-4d, provides a listing of some reasons to do so, but it is not all-inclusive.

b. "Whole person" concept. See AR 601-280, paragraph 3-7.

c. Waivers. Soldiers who do not qualify for reenlistment, extension, or promotion to Sergeant or Staff Sergeant (SGT/SSG) must submit a request for a waiver. Normally, requests for waivers will be submitted only for meritorious cases. Submission of requests for waivers is detailed in AR 601-280, paragraph 3-10.

d. Qualitative Management Program (QMP). AR 601-280, para 8-3(i), states that local bar to reenlistment will take precedence over QMP. If bar is removed, soldier will be processed under QMP per AR 635-200, Chapter 19.

e. Procedures. AR 601-280, Chapter 8, details the bar to reenlistment procedures; para 8-5e gives the appeal process.

4. Commander's Responsibilities.

a. Commanders must be alert in allowing soldiers to reenlist when infractions apply as listed in AR 601-280.

(1) Untrainable soldiers. AR 601-280, paragraph 8-4(a).

(2) Unsuitable soldiers. AR 601-280, paragraph 8-4(b).

(3) Single soldiers and in-service couples with dependent family members. (AR 601-280, paragraph 8-4(c).

b. Commanders will initiate a bar to reenlistment or separation proceedings, under the provisions (UP) of AR 635-200, against soldiers who:

(1) Do not make satisfactory progress after a six-month period on the weight control program and have no underlying medical reason (AR 600-9).

(2) Continually fail APFTs IAW AR 350-1, Army Training and Education.

(3) Removed for cause from a Noncommissioned Officer Education System (NCOES) course.

c. Review bars to reenlistment. Once approved, commanders will review bars at least once every three months after the date of approval and 30 days before the soldier's scheduled departure from the unit or separation from the service (AR 601-280, para 8-5h). Recommendations for removal of bars to reenlistment may be submitted in writing, at any time, by the soldier's unit commander if they feel that the soldier has proven to be worthy of retention in the Army.

(1) Upon review, if the commander feels the bar should remain in effect, they will inform the custodian of the soldier's personnel records. The custodian will enter the remark, "Bar to reenlistment reviewed; not recommended for removal (date)" on the soldier's DA Form 2-1 {AR 601-280, para 8-5h(1)}.

(2) Bars to re-enlistment, approved by PERSCOM, under AR 601-280, may not be appealed IAW AR 601-280, para 8-5e(3).

(3) Counsel the soldier, using DA Form 4856, and inform him that the bar will remain in effect unless recommended for removal.

(4) Inform the soldier that they may request voluntary separation per AR 635-200, paragraph 16-5. Inform the soldier that separation proceedings will be initiated if the bar is not removed upon completion of the second three-month review.(DA Retention Policy Message 03-10, 27 Jan 2003, subject: Exception to Enlisted Separation Policy).

(5) The soldier should be considered for separation any time the removal of the bar is not recommended. If the soldier does not demonstrate progress, the commander should consider discharge without waiting for the next review to occur.

d. Separation. Unless a recommendation for removal is submitted, commanders will initiate separation action upon completion of the second three-month review period. AR 601-280, paragraph 6-6 and Interim Change to AR 601-280 provides further guidance.

5. Points of Contact:

- a. Adjutant or Personnel Sergeant, S-1.
- b. Unit Legal Specialist.
- c. Unit Retention NCO.

Appendix F

Basic Allowance for Subsistence (BAS/Separate Rations)

1. References.

- a. DoD Financial Management Regulation (DoDFMR), Volume 7A, Chapter 25.
- b. National Defense Authorization Act for FY98, Section 602.

2. Department of the Army Policy.

- a. Government Mess. Government mess facilities available in the geographical area must be used to the fullest extent compatible with economy and efficiency.
- b. The ID Card identifies permanently assigned or attached soldiers and enlisted personnel from other services authorized to subsist without reimbursing the government.
- c. Soldiers are authorized one type of BAS rate. Authorization of BAS cannot cover retroactive periods. However, BAS may be paid from the time an oral authorization is given by the approving authority. The oral approval must be confirmed in writing within 5 working days under normal circumstances, using DA Form 4187 (Personnel Action Form). Soldiers are not authorized full BAS when they are furnished meals or issued a meal card.
- d. As of Fiscal year 2003, all members, enlisted and officers, except members in basic training, are entitled to full BAS at their respective rates. Meal-card holders will have three meals a day deducted from their pay. Collection rate for meal-card holders is determined by the current FY BAS rate. The soldier's leave and earning statement (LES) will reflect a BAS payment and a collection for dining facility meals.
- e. The Secretary of Defense has redefined "field duty" for the purpose of BAS. Field duty is maneuvers, war games, exercises or similar type operations in excess of 180 days, where a member is subsisted in a mess operated by or on behalf of the government, or is with an organization drawing field rations. Temporary field assignment is maneuvers, war games, exercises or similar type operations of 180 days or less where a member is required to use messing provided by or on behalf of the government. All soldiers on field duty and temporary field assignments are entitled to full BAS. Meals for soldiers receiving BAS, who are not in a per diem status, will be collected from the member's pay at a discounted rate.

3. Soldiers Not Authorized BAS. Soldiers are not authorized BAS if they are in an excess leave status, unauthorized leave status, confinement, or otherwise not entitled to basic pay.

4. Commander's Responsibilities.

a. Support and promote maximum use of government mess facilities. Ensure soldiers are provided with well-balanced and nutritional meals. Only in exceptional cases should soldiers in government billets be given permission to mess separately.

b. Ensure soldiers authorized BAS receive their entitlement.

c. Ensure soldiers who are on temporary field assignment are issued a field meal card. This includes commissioned and warrant officers.

d. Ensure BAS collection action is taken when soldiers depart or return from temporary field assignment or field duty, unless the soldier was in per diem status. These actions must be accomplished in a timely manner. AR 600-38, Meal Card Management System, details procedures.

e. Ensure soldiers on meal cards who miss meals due to mission requirements file for reimbursement. Soldiers who miss meals because they were not hungry or because they did not like the meal will not receive reimbursement.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Unit Commander or First Sergeant.

Appendix G

Better Opportunities For Single Soldiers (BOSS) Program

1. References.

- a. AR 215-1, Morale, Welfare and Recreation Activities and Non Appropriated Fund Instrumentalities.
- b. AR 608-1, Army Community Service Program.
- c. DA Pam 600-45, Army Communities of Excellence.
- d. Fort Hood Regulation 600-20, Community Life Program.
- e. Command Policy Memorandum Number CSM-02, Single Soldier Quarters Living Standards.
- f. DA Circular 608-01-1, Better Opportunities for Single Soldiers Program.
- g. FH 420-27, Care, Maintenance, and Alterations of Facilities.
- h. FORSCOM Policy Memo, 10 Oct 2000, Single Enlisted Soldiers Living Standards in the Barracks.

2. General Information.

Better Opportunities for Single Soldiers (BOSS) is a program implemented by the Army's Community and Family Support Center (CFSC) in 1989. BOSS is a commanders' program operated through sergeants major (SGM) channels. The purpose of the BOSS Program is to bring together installation single soldiers and staff members overseeing quality of life issues on the installation. BOSS provides a vehicle for output and feedback between soldiers, the installation staff, and the command. The ideas and concerns presented in open forums help commanders establish priorities in funding installation activities and enhance opportunities for soldiers. BOSS helps units take better care of their soldiers with the help of the unit's own soldiers. It supports the chain of command at all times. It does not relieve the chain of command from ensuring proper standards of safety and quality of life are maintained in unit billets.

3. Commanders Responsibilities.

- a. DA Circular 608-01-1, Better Opportunities for Single Soldiers, lists six standards:

- (1) Appoint BOSS representatives on Additional Duty Orders.

- (2) Provide sufficient time for BOSS representatives to meet, solicit ideas, and raise issues to be presented to the command.

- (3) Ensure BOSS representatives attend meetings as scheduled.
 - (4) Allow single soldiers to participate in scheduled BOSS activities within mission constraints.
 - (5) Include the BOSS Program as part of Newcomer's Orientation.
 - (6) Encourage BOSS representatives to sit in on unit budget and training meetings, and Family Readiness Group special events planning meetings.
- b. DA Pamphlet 600-45, Army Communities of Excellence, lists three standards:
- (1) The commander should have a program to obtain and represent single soldier needs and wants, provide the single soldiers with the opportunity to articulate their issues, ensure follow-up action is taken on their identified needs, and place the soldier on orders.
 - (2) Commanders must ensure single soldier representation on appropriate community related activities, committees, boards, and advisory councils.
 - (3) Commanders must develop plans for the identification, use, training and recognition of single soldier volunteers. They must also be involved in the planning, development, and delivery of quality of life activities.
- c. Commanders must select motivated soldiers who live in the barracks to be the unit repair and upgrade (R & U) representative. This will ensure that an aggressive and responsive maintenance program exists for unit facilities.
4. Points Of Contact.
- a. Unit CSM.
 - b. Unit BOSS representative.
 - c. III Corps BOSS representative. Table C-1 lists the telephone number.
 - d. DPW SGM

Appendix H

Commander's Actions for Vaccination Refusal

1. Reference. AR 600-20, Command Policy.

2. Department of the Army Policy.

a. Message Change. A recent message change to AR 600-20 outlines DA policy concerning involuntary vaccination of soldiers and steps commanders should take, situation permitting, if soldiers refuse a required vaccination, such as the anthrax vaccination. Soldiers may be involuntarily immunized only if the General Courts-Martial Convening Authority (GCMCA) or his delegated representative determines that conditions of imminent threat exist. Imminent threat refers to the threat of naturally occurring disease or the reasonable possibility of use of biological weapons. Only the GCMCA or his delegated representative may order involuntary immunization. Only the minimum amount of force necessary to assist medical personnel in administering the vaccination will be used.

b. Commander's Actions Upon Soldier's Refusal. Commanders will take the following steps for soldiers who decline a required vaccination, such as the anthrax vaccination. These steps are required before involuntary immunization may be accomplished in cases of imminent threat as determined by the GCMCA:

(1) Ensure that the soldier understands the purpose of the vaccine.

(2) Ensure that the soldier has been advised of the possibility that the disease may be naturally present in a possible area of operation or may be used as a biological weapon against the United States and its allies.

(3) Ensure that the service member is educated about the vaccine and has been able to discuss any objections with medical authorities.

(4) Counsel the soldier, in writing, that he or she is legally required to be immunized; that if the soldier continues to refuse to be immunized that they will be legally ordered to do so, and that failure to obey the order may result in UCMJ and/or administrative action for failure to obey a lawful order as deemed appropriate by the commander.

(5) Order the soldier to receive the immunization.

(6) If during the above-described process, the soldier elects to be immunized, commanders should not normally take adverse action based upon the soldier's initial refusal.

3. Point of Contact. III Corps SJA.

Appendix I

Consideration of Others Training Program

1. References.

- a. DA Consideration of Others Handbook.
- b. III Corps and Fort Hood Regulation 350-1, Army Training and Education.

2. III Corps Policy.

a. The Consideration of Others (CO2) training program is a commander's tool designed to help build unit cohesion and assist in the complex task of leading soldiers. Specifically, CO2 is a training methodology and not additional training. CO2 focuses on those actions that indicate sensitivity to and regard for the feelings and needs of others and an awareness of the impact of one's own behavior on them.

b. CO2 training must be interactive and discussion based, and must be conducted in a small group setting of 50 or fewer soldiers. Commanders may consider that the training be conducted down to the platoon/section level.

3. General Information.

a. Commanders will schedule CO2 training as required. Prevention of Sexual Harassment training may be scheduled as part of the CO2.

b. All soldiers, regardless of rank, will participate in CO2 training. As a minimum, supervisors and commanders are required to participate in training conducted within their immediate working group or unit.

c. An example of the CO2 methodology follows:

A commander determines that the unit should receive training on spouse abuse. The determination was made after a series of incidents involving numerous soldiers of the command. The training will be conducted in the unit, where all members of the command, regardless of rank, discuss the overall impact that spouse abuse has on the unit, the soldiers and the mission. The ideal setting is down to the platoon or section level. Soldiers are most comfortable discussing these issues with just their peers and not in an open forum. The lesson should include an introduction, some guidelines for discussion, and the group should have open discussion. The dialogue should cover the key points as provided in the training outline submitted. The CO2 methodology is not "by the numbers" training, or commander's briefings. These are not open channels to communications.

d. The primary key to CO2 execution, as stated above, is small-group instruction. Most lesson plans call for discussion, rather than one-over-the-world lectures. Commanders should use great care in selecting leaders for small group training. Those leaders must be the most capable personnel available, clearly able to handle

themselves in a small group setting. EO related training administered by individuals other than the Brigade EOA should be coordinated with the Brigade EOA.

e. Commanders will request Plan of Instruction (POI) and training material support for any EO related training through their Company and Battalion EORs from the Brigade EOA. Other training material support and POIs for all other topics can be requested from the SMEs for that topic.

f. Topics currently included in the CO2 training program include, but are not limited to: Fraternization, Indecent Language, Values and Behavior, Effective Communication, Group Dynamics, and Conflict Resolution, Prevention of Sexual Harassment, Extremism Awareness, EO Complaint Procedures, Racism, Sexism, Diversity Training, Religious Tolerance. Other topics may include Health, Safety, and Drug and Alcohol Abuse, Family Concerns, Team Building, Leadership, American Military Heritage and Ethical Development. The Department of the Army Consideration of Others Handbook can be downloaded from the ODCSPER web site:

<http://www.armyg1.army.mil/default.asp?pageid=29f>

g. Commanders must identify their unique training needs and conduct them using CO2. Command climate survey results, feedback from sensing sessions, and higher headquarter requirements will provide commanders with a foundation for devising a training strategy. Topics are wide and varied and should be carefully considered according to the needs of each unit. As a minimum, commanders will conduct Prevention of Sexual Harassment training semi-annually.

4. Commander's Responsibilities.

a. Commanders provide intent, develop quarterly training plans, and monitor training execution to ensure CO2 training is well planned, coordinated, and executed according to directives and regulations.

b. Commanders will ensure that all soldiers and leaders participate in CO2 training and brief their training status quarterly as part of their unit's Quarterly Training Brief (QTB) or Semiannual Training Brief (SATB).

5. Points of Contact.

a. Corps EO Office.

b. Corps G-3 Training.

c. Brigade EOA.

d. Brigade/Battalion S-3.

Appendix J**DA Fraternization and Senior-Subordinate Relationship Policy**

1. References.

- a. AR 600-20, Army Command Policy.
- b. DA Pam 600-35, Relationships Between Soldiers of Different Rank.
- c. Manual for Courts-Martial (MCM), 2002 Edition.

2. Department of the Army Policy. The term “officer,” as used in this paragraph, applies to both commissioned and warrant officers unless otherwise stated. The provisions of this paragraph apply to relationships between Army personnel, and also between Army personnel and personnel of other military services. This policy is effective immediately, except where noted below, and applies to different gender relationships and same gender relationships.

- a. Relationships between soldiers of different rank are prohibited if they:

- (1) Compromise, or appear to compromise, the integrity of supervisory authority or the chain of command.

- (2) Cause actual or perceived partiality or unfairness.

- (3) Involve, or appear to involve, the improper use of rank or position for personal gain.

- (4) Are, or are perceived to be, exploitative or coercive in nature.

- (5) Create an actual or clearly predictable adverse impact on discipline, authority, morale, or the ability of the command to accomplish its mission.

- b. Certain types of relationships between officers and enlisted personnel are prohibited. Prohibited relationships include business relationships between officers and enlisted personnel, such as: borrowing or lending money, or commercial solicitation. The term “business relationship” does not include:

- (1) Gambling.

- (2) Landlord-tenant.

- (3) One-time transactions such as sale of home or car.

- (4) Relationships that exist due to a soldier’s civilian occupation or employment (Reserve Component personnel only).

c. Officer and enlisted dating, shared living accommodations (other than those directed by operational requirement), and intimate or sexual relationships between officers and enlisted personnel are prohibited. This prohibition does not apply to:

(1) Marriages that pre-date the effective date of the DA policy or were entered into prior to 1 March 2000.

(2) Situations in which a permitted relationship becomes non-compliant due to a change in status of one of the members (e.g., a case where two enlisted members are married and one is subsequently commissioned or selected as a warrant officer).

(3) Personal relationships outside of marriage between members of the National Guard or Army Reserve, when the relationship primarily exists due to civilian acquaintanceships, unless the individuals are on active duty (other than annual training) or full-time National Guard duty (other than annual training).

(4) Personal relationships outside of marriage between members of the Regular Army and members of the National Guard or Army Reserve when the relationships primarily exist due to civilian association and the Reserve component members are not on active duty (other than annual training).

3. Policy Allowances. These prohibitions are not intended to preclude normal team building associations which occur in the context of activities such as community organizations, religious activities, family gatherings, unit-based social functions, or athletic teams or events.

4. Termination of Relationships. All military personnel share the responsibility for maintaining professional relationships. However, in any relationship between soldiers of different grade or rank, the senior member is generally in the best position to terminate or limit the extent of the relationship. Nevertheless, all members may be held accountable for relationships that violate this policy.

5. Punishment. This policy is punitive. Command response to improper relationships may include adverse administrative action (e.g., negative counseling, reprimand, administrative reduction) and punitive action (e.g., non-judicial punishment or court-martial).

6. Other Prohibited Relationships.

a. Trainee and soldier relationships. Any relationship between permanent party personnel and IET trainees not required by the training mission is prohibited. This prohibition applies to permanent party personnel without regard to the installation of assignment of the permanent party member or the trainee.

b. Recruiter and recruit relationships. Any relationship between permanent party personnel assigned or attached to the United States Army Recruiting Command and potential prospects, applicants, members of the Delayed Entry Program (DEP), or members of the Delayed Training Program (DTP) not required by the recruiting mission

is prohibited. This prohibition applies to United States Army Recruiting Command personnel without regard to the unit of assignment of the permanent party member and the potential prospects, applicants, DEP members or DTP members (AR 600-20, para 4-15).

7. Point of Contact. OSJA.

Appendix K Deposit Waiver Program

1. References.

- a. AR 600-15, Indebtedness of Military Personnel.
- b. III Corps and Fort Hood Regulation 210-50, FH Deposit Waiver Program.

2. Corps Policy.

- a. The Fort Hood Deposit Waiver Program is a Commander's program to help reduce the cost of establishing a home or relocating in the Fort Hood area.
- b. Fort Hood Regulation 210-50, 15 January 1999, Fort Hood Deposit Waiver Program, establishes policy and procedures for the Fort Hood Deposit Waiver Program.

3. General Information.

- a. The Deposit Waiver Program allows soldiers assigned to Fort Hood to establish service with utility companies and participating landlords without paying a security deposit.
- b. All active duty soldiers assigned to Fort Hood, who do not have poor credit ratings, are eligible to participate in the program. All waiver accounts must be paid and waivers returned to the Fort Hood Housing Office when clearing Fort Hood.
- c. The primary key to a successful program is the personal involvement of leaders at all levels.
- d. The Director of Public Works (DPW) is the staff and functional proponent for the Deposit Waiver Program.

4. Points of Contact.

- a. DPW.
- b. DPW Housing Division.

Appendix L

Evaluation Appeals - NCOs and Officers

1. References.

- a. AR 623-205, Noncommissioned Officer Evaluation Reporting System.
- b. AR 623-105, Officer Evaluation Reporting System.

2. Department of the Army Policy. The appeals system protects the Army's interests and ensures fairness to the soldier. It also avoids questioning the integrity or judgment of the rating officials without sufficient cause. The Personnel Services Battalion will not delay submitting the original evaluation report pending an appeal.

3. General Information.

a. Deciding to appeal. The rated officer must conduct an objective analysis before deciding to submit an appeal. The rated soldier has the burden of proof to present a successful appeal. For NCOs, AR 623-205, Chapter 6 and Appendix F, provides guidance in preparing an appeal. For officers, AR 623-105, Chapter 6, Section III, provides guidance. The soldier should be realistic in the assessment of whether or not to submit an appeal based on a careful review of the governing regulations. The soldier should also seek assistance from a legal assistance attorney, Personnel Services Battalion, and career management officials as to whether an appeal is advisable.

b. Timeliness. Soldiers must submit substantive appeals within 5 years of the completion date for NCOERs and OERs prepared prior to 1 Oct 97 (AR 623-205, para 6-7, and AR 623-105, para 6-7). For OERs after 1 Oct 97, the officer must submit a substantive appeal within 3 years (AR 623-105, para 6-7). Substantive appeals pertain to parts III, IV, and V of the NCOER. Appeals alleging bias, prejudice, inaccurate or unjust ratings, or any matter other than administrative errors, are substantive appeals. There is no time limit on administrative appeals. Since the likelihood of successfully appealing a report diminishes with the passage of time, appeals should be submitted promptly.

c. Burden of proof. The soldier carries the burden of proof that the evaluation is inaccurate. Successfully appealing an evaluation depends on the strength of the evidence, the care with which the case is prepared, and the line of argument presented. Refer to the governing regulation for a detailed list of items that should be presented. Failure to do so hinders the appeals process and prevents the board from making an informed decision. Remember, the board will make a decision based on the evidence provided.

d. Submission. Prior to submitting the appeal, the soldier may want to have the entire package reviewed by a disinterested third party. The unit PSNCO, PSB or MILPO and legal assistance attorneys are available to advise and assist. This may help remove emotion and poor logic from the case. The case must be logical, well constructed, and as fully documented as possible.

e. Preparation. Appeals will be prepared according to AR 623-205, Chapter 6, and Appendix F and AR 623-105, Chapter 6.

4. Commander's Responsibilities. Provide assistance as requested.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Legal Specialist, SJA and Legal Assistance.

c. Career Management Officials.

d. Servicing Personnel Service Battalion (PSB), Military Personnel Office (MILPO), or Installation Adjutant General (AG).

Appendix M

Extremist Organizations

1. References.

a. DoD Directive 1325.6, subject: Guidelines for Handling Dissident and Protest Activities Among Members of the Armed Forces, 1 Oct 96.

b. AR 600-20, Command Policy.

c. DA Pam 600-15, Extremist Activities.

2. Department of the Army Policy.

a. The Secretary of the Army has approved the following revised policy regarding participation in extremist organizations and activities by Army personnel.

b. AR 600-20, paragraph 4-12. "Participation in extremist organizations and activities by Army personnel is inconsistent with the responsibilities of military service. It is the policy of the U.S. Army to provide equal opportunity and treatment for all soldiers without regard to race, color, religion, sex, or national origin. Enforcement of this policy is a responsibility of the command. It is vitally important to unit cohesion and morale, and is essential to the Army's ability to accomplish its mission. It is the commander's responsibility to maintain good order and discipline in the unit. Every commander has the inherent authority to take appropriate actions to accomplish this goal. This paragraph identifies prohibited actions by soldiers involving extremist organizations, discusses the authority of the commander to establish other prohibitions, and establishes that violations of the prohibitions contained in this paragraph or those established by a commander may result in prosecution under various provisions of the Uniform Code of Military Justice (UCMJ). This paragraph must be used in conjunction with DoD Directive 1325.6, Subject: Guidelines for Handling Dissident and Protest Activities in the Armed Forces

3. General Information. AR 600-20, para 4-12 further states:

"a. Participation. Military personnel must reject participation in extremist organizations and activities. Extremist organizations and activities are ones that advocate racial, gender, or ethnic hatred or intolerance; advocate, create, or engage in illegal discrimination based on race, color, gender, religion, or national origin; advocate the use of or use force or violence or unlawful means to deprive individuals of their rights under the United States constitution or the laws of the United States, or any state, by unlawful means.

"b. Prohibitions. Soldiers are prohibited from the following actions in support of extremist organizations or activities. Penalties for violations of these prohibitions include the full range of statutory and regulatory sanctions, both criminal (UCMJ) and administrative.

- (1) Participating in a public demonstration or rallies.
- (2) Attending a meeting or activity with knowledge that the meeting or activity involves an extremist cause when on duty, when in uniform, when in a foreign country (whether on or off duty or in uniform), when it constitutes a breach of law and order, when violence is likely to result, or when in violation of off-limits sanctions or a commander's order.
- (3) Fundraising activities.
- (4) Recruiting or training members (including encouraging other soldiers to join).
- (5) Creating, organizing, or taking a visible leadership role in such an organization or activity.
- (6) Distributing literature on or off a military installation, the primary purpose and content of which concerns advocacy or support of extremist causes, organizations, or activities; and it appears that the literature presents a clear danger to the loyalty, discipline, or morale of military personnel or if the distribution would materially interfere with the accomplishment of a military mission.

"c. Command Authority. Commanders have the authority to prohibit military personnel from engaging in or participating in any other activities that the commander determines will adversely affect good order and discipline or morale within the command. This includes, but is not limited to, the authority to order the removal of symbols, flags, posters, or other displays from barracks; to place areas or activities off-limits (see AR 190-24); or to order soldiers not to participate in those activities that are contrary to good order and discipline or morale of the unit or pose a threat to health, safety, and security of military personnel or a military installation.

"d. Command Options. Commander's options for dealing with a soldier's violation of the prohibitions include:

- (1) UCMJ action. Possible violations include:
 - (a) Article 92 -- Violation or failure to obey a lawful general order or regulation.
 - (b) Article 116 -- Riot or breach of peace.
 - (c) Article 117 -- Provoking speeches or gestures.
 - (d) Article 134 -- General article, specifically, conduct which is prejudicial to good order and discipline and service discrediting.
- (2) Involuntary separation for unsatisfactory performance or misconduct, or for conduct deemed prejudicial to good order and discipline or morale.
- (3) Reclassification actions or bar to reenlistment actions, as appropriate.

(4) Other administrative or disciplinary action deemed appropriate by the commander, based on the specific facts and circumstances of the particular case.

"e. Commander's Responsibilities. Any soldier involvement with or in an extremist organization or activity, such as membership, receipt of literature, or presence at an event, could threaten the good order and discipline of a unit. In any case of apparent soldier involvement with or in extremist organizations or activities, whether or not it violates the prohibitions in subparagraph *b*, commanders must take positive actions to educate soldiers, putting them on notice of the potential adverse effects that participation in violation of army policy may have upon good order and discipline in the unit and upon their military service. These positive actions include:

(1) Educating soldiers regarding the Army's EO policy. Commanders will advise soldiers that extremist organizations' goals are inconsistent with Army goals, beliefs, and values concerning EO.

(2) Advising soldiers that any participation in extremist organizations or activities:

(a) Will be taken into consideration when evaluating their overall duty performance, to include appropriate remarks on evaluation reports.

(b) Will be taken into consideration when selections for positions of leadership and responsibility are made.

(c) Will result in removal of security clearances, where appropriate.

(d) Will result in reclassification actions or bar to reenlistment actions as appropriate.

(3) The commander of a military installation or other military controlled facility under the jurisdiction of the United States shall prohibit any demonstration or activity on the installation or facility that could result in interference with or prevention of orderly accomplishment of the mission of the installation or facility, or present a clear danger to loyalty, discipline, or morale of the troops. Further, such commanders shall deny requests for the use of military controlled facilities by individuals or groups that engage in discriminatory practices or for activities involving such practices.

"f. Commanders should seek the advice and counsel of their legal advisor when taking actions pursuant to this policy."

4. Points of Contact.

a. EO Officer.

b. SJA.

c. Unit Adjutant General.

Appendix N

Family Advocacy Program (FAP)

1. Reference.

- a. AR 608-18, The Army Family Advocacy Program.
- b. AR 608-1, Army Community Service.

2. Department of the Army (DA) Policy. Department of the Army policy is to prevent spouse and child abuse, to encourage the reporting of all instances of abuse, to ensure the prompt assessment and investigation of abuse cases, to protect victims of abuse, to treat those affected by or involved in abuse, and to ensure personnel are professionally trained to intervene in abuse cases. DA policy recognizes a commander's authority to take disciplinary or administrative action in appropriate cases.

3. General Information.

a. The Family Advocacy Program (FAP) is a commander's program organizationally located within Army Community Service (ACS) and the U.S. Army Medical Department Activity (MEDDAC). The ACS, Family Advocacy Program Manager (FAPM) is appointed on orders by the installation commander to coordinate the prevention, direct services, administration, evaluation, and training efforts of the FAP on the Installation. The MEDDAC, Chief, Department of Social Work (C,DSW) is responsible for conducting assessments and providing treatment for soldiers and family members experiencing family violence. The C, DSW serves as the chair of the Family Advocacy Case Review Committee (FACRC).

b. Army Regulation (AR) 608-18 requires every soldier and civilian member of the military community to report information about known or suspected incidents of child or spouse abuse to the Installation Report Point of Contact (RPOC). The Fort Hood RPOC is 287-CARE. The hotline response system is operational 24-hours a day, 7 days a week.

c. The FAP prevention staff will conduct command desksides, annual spouse/child abuse training, troop/community education, leadership/professional training, provide primary and secondary prevention programs and respite care. Family Advocacy Program training and educational programs will be conducted at scheduled sites or locations selected by commanders. Family Advocacy Program education, interactive training, and services are designed to heighten awareness of family violence prevention, provide information and resources that will increase knowledge, introduce skills and strategies that will promote the reduction of child and spouse abuse.

d. Family violence prevention programs are also available through the Chaplains and the Army Substance Abuse Program.

e. Department of Social Work will be responsible for spouse and child abuse incident assessment, notification to commanders, coordination of the FACRC,

establishment of treatment plans on substantiated cases, and provision of progress reports to the command. Treatment includes individual, marital, and group counseling.

f. When an incident of abuse is reported, the DSW case manager will initiate and maintain communications with the commander. This will include: prompt (within 24-hour notification of commanders regarding the assessment and investigation of an alleged incident of spouse/child abuse and /or neglect; command consultation, updating command on the treatment recommendation and requesting command representation at the FACRC; written outline of the treatment plan and recommendations, reports on the soldier's attendance and cooperation with the treatment plan, evaluation of the soldier's progress in treatment, and notification to the unit commander of any subsequent acts of abuse. The DSW will also notify battalion commanders of scheduled FACRC dates for their respective unit commanders.

4. Commander's Responsibilities.

a. Become thoroughly familiar with the process and responsibilities outlined in AR 608-18.

b. Coordinate with the FAP Manager to obtain FAP training within 45-days of assuming command.

c. Report known or suspected abuse and react promptly.

d. Take appropriate action to protect victims of abuse from further harm.

e. Refer victims of domestic violence to the Family Advocacy Victim Advocate Program for services and support..

f. Utilize the Emergency Protection Order and Domestic Violence Checklist enclosed in the Family Advocacy Program Command Policy Letter.

g. Ensure all unit personnel receive annual spouse and child abuse training as mandated by AR 608-18.

h. Establish proactive education programs in concert with the FAPM and chaplain to assist all unit personnel in preventing, identifying, and reporting spouse and child abuse.

i. Become thoroughly familiar with prevention programs available to soldiers and family members through the ACS, FAP and Chaplains. Provide soldiers with the opportunity to participate in prevention education programs. Encourage family member participation in prevention programs.

j. Establish and maintain partnerships with DSW to ensure the effective assessment and treatment of soldiers and family members experiencing family violence.

- k. Attend FACRC meetings when a case involving one of their soldiers or family members is scheduled for presentation or review (unit commanders).
- l. Ensure that soldiers involved in family violence attend (immediate and uninterrupted) FACRC recommended treatment. The soldier's place of duty will include scheduled appointments until treatment is completed.
- m. Monitor the receipt of monthly updates from DSW of their soldier's enrollment in FAP: reports on attendance and cooperation with the treatment plan, evaluation of the soldier's progress, and notification of any subsequent acts of abuse. Communicate with assigned DSW case managers.
- n. Notify DSW (case manager) of any pending disciplinary or administrative action, subsequent acts of abuse, and unit activities that impact on treatment.
- o. Investigate reported incidents of spouse and child abuse according to AR 608-18, Chapter 3.
- p. Coordinate with the Staff Judge Advocate (SJA) on applicable laws and regulations affecting current spouse and child abuse cases. Seek SJA advice on disciplinary and administrative actions in cases of spouse and child abuse.
- q. Consider recommendations of the FACRC when taking or recommending disciplinary or administrative action against soldiers in spouse and child abuse cases which may be detrimental to a soldier's continued military career or future promotion opportunities, or the financial or social well being of his or her family members (AR 608-18, Chapter 4).
- r. Coordinate with the SJA to determine if Transitional Compensation is applicable for family members of soldiers separated for a dependent abuse offense.
- s. Utilize support of the Command Financial Specialist/Family Advocacy Specialist (CFS/FAS) Program. The CFS/FAS staff will assist soldiers and families to achieve personal financial readiness and consumer skills through sound money management and healthy family practices/well-being through development and maintenance of life skills.

5. Points of Contact.

- a. Family Advocacy Program Manager: See Appendix C, Table C-1.
- b. Department of Social Work Services: See Appendix C, Table C-1.
- c. SJA (unit representative).
- d. Chaplain (unit representative).
- e. Military Police Desk Sergeant: see Appendix C, Table C-1.

Appendix O Family Care Plans

1. References.

- a. AR 600-20, Command Policy.
- b. AR 635-200, Enlisted Personnel.
- c. AR 600-8-24, Officer Transfers and Discharges.
- d. AR 220-1, Unit Status Reporting.
- e. AR 135-178, Enlisted Administrative Separations (USAR and ARNGUS)
- f. AR 135-91, Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Procedures (ARNG)

2. Department of the Army Policy.

a. As part of unit and individual soldier readiness, Family Care Plans (FCP) must be made to ensure family members are properly and adequately cared for when a soldier is deployed, TDY, or otherwise not available due to military requirements. It is the primary responsibility of the *soldier* to implement the FCP. The plan may be executed any time conditions warrant and family care is necessary due to the required absence of the soldier.

b. Soldiers must be able to perform their military duties without interference of family responsibilities. They must be available for duty when and where the needs of the Army dictate.

c. The DA Form 5305-R (Family Care Plan) is the means by which soldiers provide for the care of their family members when military duties prevent the soldier from doing so. It will include proof (AR 600-20 defines items acceptable as proof) that guardians and escorts:

- (1) Have been thoroughly briefed on the responsibilities they are assuming.
 - (2) Know how to access military and civilian facilities and services on behalf of the family members.
 - (3) Agree to provide care and have been provided all necessary legal authority and a means to accomplish them.
- d. Reserve component soldiers are subject to this regulation during periods of absences. Periods of absence include annual training, unit training assemblies, deployment and mobilization, or other types of active duty.

3. Commanders of Active Army and Reserve Component soldiers will conduct Family Care Counseling and require a Family Care Plan be completed for:

a. Pregnant soldiers who:

(1) Are single, divorced, widowed, separated or reside without their spouse.

(2) Are married to a soldier on active duty or the reserve component of any service.

b. Soldiers who are single, divorced, widowed, or separated or reside without their spouse and one of the following applies:

(1) Has joint or full legal and physical custody of one or more dependents under age 19.

(2) Has adult, dependent, family member(s) incapable of self-care, regardless of age.

c. Dual-service couples (keeping in mind that neither service member should be identified in the plan as the temporary or long-term guardian) of the active or reserves and one of the following applies:

(1) One or both has joint or full legal and physical custody of one or more dependents under age 19.

(2) Has adult, dependent, family member(s) incapable of self-care, regardless of age.

d. Soldier is divorced and has liberal or extended visitation rights by court decree. Applies only if the dependent is placed in the soldier's care in excess of 30 consecutive days.

e. Soldier's spouse is incapable of self-care or is physically, mentally, or emotionally disabled and requires special care or assistance.

f. AR 600-20 details procedures for completing the FCP Counseling Checklist, the FCP for CONUS and OCONUS, and pregnancy counseling.

4. Commander's Responsibilities.

a. Conduct FCP counseling. This can be delegated.

b. Approve FCPs. This *cannot* be delegated.

c. Ensure soldiers know their responsibilities concerning FCPs.

d. Ensure FCPs are tested for validity and durability, and certified annually or sooner if events dictate; Soldier Readiness Packet (SRPs), alerts, EDREs, field exercises, etc.

e. Ensure soldiers on OCONUS assignment instructions or deployment notification comply with FCP requirements.

f. Screen soldiers during unit in-processing to determine if FCP requirements apply. Also use a query from the S-1 for periodic identification.

g. Be thoroughly familiar with FCP requirements and procedures. AR 600-20 details responsibilities.

h. Set up a suspense system for testing, validation and recertification.

i. Report soldiers without a valid FCP as “non available” during USR. May consider extenuating circumstances in approving the family care plan, but must understand that the soldier is considered non-deployable until a Family Care Plan is validated and approved.

5. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Legal Specialist or SJA.

c. Chaplain.

d. ACS.

Appendix P**Fort Hood Running Routes and Physical Training (PT) Safety**

1. Reference: Fort Hood Regulation 350-1, Training.
2. Fort Hood running routes are designated to provide soldiers a safe place to run during physical fitness training hours. Company Commanders, in concert with subordinate leaders, should develop a tailored physical fitness program that is based on the unit and section METL. The Fort Hood Running Routes (Battalion Ave, Support Ave, and 52nd Street) are closed to vehicular and bicycle traffic during physical training hours (0630 through 0800) with the exceptions of authorized crossing points.
 - a. Units located east of Hood Road will run on Battalion Avenue between vicinity of Rosebud and Hood Road. Hood Road and Rosebud will not be used as running turnaround points.
 - b. Units located west of Hood Road will run on Battalion Avenue between Hood Road and Clear Creek Road. Hood and Clear Creek Roads will not be used as running turn-around points.
 - c. Pedestrian traffic across Hood Road will be regulated by the traffic signals located at the intersection of Hood Road and Battalion Avenue.
 - d. Units located along Support Avenue will run on Support Avenue and 52nd Street to 72nd Street. Units will not run across or turn onto 72nd Street. The only authorized vehicle crossing point for this route is Support Avenue and 58th Street.
 - e. West Fort Hood. Units may use all local streets and roadways for PT except:
 - (1) Clark Road.
 - (2) Any street or roadway where the posted speed limit exceeds 30 mph.
 - f. North Fort Hood. Units may use all local streets and roadways for PT except:
 - (1) East and West Range Road.
 - (2) Highway 36.
 - (3) Any street or roadway where the posted speed limit exceeds 30 mph.
3. Routes will be closed to motor vehicle traffic between 0630-0800 hours daily (except weekends and holidays). *PT formations will not be held prior to 0630.* MSCs will emplace traffic control barriers, devices, and personnel as necessary within their areas of responsibility as outlined below. These personnel will wear the BDU uniform, reflective vests and will carry cone style flashlights during the hours of darkness. Road guards posted on both the East and West sides of Hood road will not allow units or

individual runners to cross Hood Road, unless the units have a MP escort or traffic control.

- a. 4ID – East of Hood Road on Battalion Avenue.
- b. 1CD - West of Hood Road on Battalion Avenue.
- c. 13 COSCOM and 3D Sig Bde- On Support Avenue and 52nd St.
- d. Phantom Command - 52nd Street to Hood Road.

4. Safety. All personnel performing PT at any time on Fort Hood roadways will wear reflective vests. This applies to civilians running on the installation and to visitors residing in VIP and guest quarters. At a minimum, the vests must be constructed of orange mesh and be 18 inches long and 14 inches wide in the front and back. The vests must also be trimmed in a bright colored bias and have high-gloss reflective stripes at least one inch wide across the width of both sides of the vest. Further information can be found in Fort Hood Regulation 190-5 or from the Fort Hood Safety Office.

5. Fort Hood Army physical fitness training (APFT) routes. Fort Hood has three approved APFT routes located at Battalion Avenue between Hood Road and 67th Street, the inside track at Pritchard Stadium and on Railhead Drive. These are three approved APFT routes; however, commanders can approve any running route for an APFT as long as it meets the criteria in FM 21-20.

6. Point of Contact. III Corps G-3.

Appendix Q

Geographical Bachelors (Unaccompanied Married Soldiers)

1. Reference. AR 210-50, Housing Management.

2. Department of the Army Policy.

a. Assignment to senior officer quarters (SOQ), officer quarters (OQ), senior enlisted quarters (SEQ), and enlisted quarters (EQ) is determined by priority. This includes barracks and dormitories; it may also include privately leased housing.

b. Priorities for assignment are based on personnel categories listed in Table 3-4, AR 210-50. Conditions for termination are listed in Chapter 3, paragraph 3-35.

3. General Information.

a. Geographical bachelors are soldiers who, for personal reasons, reside apart from family members. These soldiers should not assume the gaining unit or installation would billet them. Space availability is the critical factor.

b. Geographical bachelors receive priority IV for assignment to SOQ, OQ, and SEQ. This applies to soldiers in CONUS, Hawaii, and Alaska, entitled to basic allowance for housing (BAH) with dependent rate, but not accompanied by family members for personal reasons.

c. Once provided quarters, soldiers must be advised they may be required to vacate housing for soldiers in higher priorities. Thirty days written notice is normally given.

d. Soldiers must ensure they are financially capable of establishing a household in the event they are required to vacate SOQ, OQ, or SEQ.

e. Minimum standards of adequacy do not apply to residents in category IV. AR 210-50, Table 4-2, details adequacy standards.

f. Soldiers assigned housing in excess of minimum space adequacy standards may have their entitlement to BAH affected. See AR 210-50, paragraph 3-29.

4. Commander's Responsibilities.

a. Assign billeting when requested if space is available.

b. Ensure soldiers are aware they may have to vacate housing for higher priority personnel.

5. Other Points of Contact.
 - a. Unit Commander or First Sergeant.
 - b. DPW Housing Office.
 - c. DPW, Real Property.
 - d. DCA, Transient Quarters.

Appendix R Gifts to Superiors

1. References.

- a. DoD Directive 5500.7, Standards of Conduct.
- b. DoD 5500.7-R, Joint Ethics Regulation.
- c. 5 CFR 2635.301-304, SUBPART C: Gifts Between Employees.

2. DoD Policy.

a. Gifts to Superiors.

(1) Except as provided below, an employee *may not* directly or indirectly, give a gift to or make a donation toward a gift for an official superior.

(2) Solicit a contribution from another employee for a gift to either his own or the other employees official superior.

b. Gifts from employees receiving less pay. An employee may not directly or indirectly, accept a gift from an employee receiving less pay than him unless:

(1) The two employees are not in a subordinate-official superior relationship;

(2) There is a personal relationship between the two employees that would justify the gift.

c. Exceptions. A subordinate may also give or donate toward a gift to a superior on special infrequent occasions, such as, marriage, PCS, or retirement. Gifts on special infrequent occasions are limited to \$300 per gift per donating group. The \$300 limit may be waived where the gift is uniquely linked to a departing employee's position or tour of duty, and is given on an occasion that terminates the subordinate-superior relationship. On an occasional basis, including any occasion on which gifts are traditionally given or exchanged, the following may be given to an official superior or accepted from a subordinate or other employee receiving less pay:

(1) Items, other than cash, with an aggregate market value of \$10 or less per occasion.

(2) Items such as food and refreshments to be shared in the office among several employees.

(3) Personal hospitality provided at a residence that is of a type and value customarily provided by the employee to personal friends.

(4) Items given in connection with the receipt of personal hospitality if of a type and value customarily given on such occasions.

d. Voluntary contributions. An employee may solicit voluntary contributions from another employee for a group gift to the contributing employees superior for any special, infrequent occasion in a nominal amount that shall not exceed \$10.

e. The value of a gift or gifts from two or more donating groups shall be aggregated and shall be considered to be from a single donating group if the DoD employee offered the gift knows or has reason to know that an individual who is his subordinate is a member of more than one of the donating groups.

3. Commander's Responsibilities.

a. Become familiar with Standards of Conduct as specified in the Joint Ethics Regulation (JER), 5500.7-R and DoD Directive, 5500.7.

b. Ensure all personnel are familiar with these provisions.

4. Point of Contact. SJA

Appendix S

Human Immunodeficiency Virus (HIV) Testing

1. Reference. AR 600-110, Identification, Surveillance, and Administration of Personnel Infected with Human Immunodeficiency Virus (HIV).
2. Department of the Army Policy. Headquarters DA medical, manpower, and personnel policies on HIV reflect current knowledge of the natural progression of the HIV infection. The policies also reflect the risks of the infected individual incident to military service, the risk of transmission of the disease to personnel who are not infected, the effect of infected personnel on Army units, and the safety of military blood supplies.
 - a. Persons who are HIV positive are not eligible for appointment or enlistment into the Army, the Army National Guard (ARNG), or the United States Army Reserve (USAR).
 - b. Effective 1 January 1988, all soldiers are required to be tested for the presence of HIV antibodies at least every two years (biennially). HIV antibody testing will include a screening test of all personnel designated in AR 600-110 and confirmatory tests of those who test positive.
 - c. Except for those identified during the accession testing program, soldiers who are HIV positive and demonstrate no evidence of progressive clinical illness or immunological deficiency will not be involuntarily separated solely on the basis of having been confirmed as HIV positive.
 - d. HIV-positive active duty soldiers, including Active Guard Reserves (AGR), are limited to duty within the CONUS. AR 600-110, Chapter 4, discusses assignment policies and procedures.
 - e. All information regarding HIV testing results will be handled in a manner to protect the individual's confidentiality while providing information consistent with medical and administrative requirements on a "need to know" basis. AR 600-110, Chapter 2, discusses testing requirements and procedures.
 - f. Commanders will formally counsel soldiers who test positive for the HIV antibody. This counseling will be conducted *following* the post-diagnosis preventive medicine counseling performed by medical department personnel. Commanders will use the DA Form 4856 and ensure all topics are addressed (specific topics to be addressed are listed in Section V, Chapter 2, AR 600-110). Commanders *must* ensure completed counseling forms are maintained in a manner that protects the confidentiality of the information.

3. Commander's Responsibilities.

- a. Become familiar with the notification, counseling, and assignment policies discussed in AR 600-110.
- b. Ensure compliance with the education and testing requirements for their soldiers.
- c. Accompany soldiers identified as HIV positive during initial notification.
- d. Provide support and facilitate the support network for the HIV positive soldier during the initial notification and subsequent evaluation.
- e. Protect soldiers confirmed as HIV positive from invasions of their privacy.
- f. Maintain unit status of the HIV testing requirement.
- g. Consult with the servicing SJA on the limited use provisions of this policy and other restrictions on the use of HIV information.
- h. Counsel HIV positive soldiers in accordance with the policies specified in AR 600-110.
- i. Ensure information regarding HIV testing results is appropriately safeguarded according to the policies specified in AR 600-110.

4. Points of Contact.

- a. Corps or Division Surgeon.
- b. Unit Chaplain.
- c. MEDDAC Commander.

Appendix T

Homosexual Conduct in the Armed Forces

1. Reference. AR 600-20, Army Command Policy.

2. Department of the Army Policy.

a. The suitability of persons to serve in the armed forces is based on their conduct and their ability to meet required standards of duty performance and discipline.

b. A person's sexual orientation is considered a personal and private matter is not a bar to entry or continued service unless manifested by homosexual conduct which is described in AR 600-20 as a homosexual act, a statement by a soldier that demonstrates a propensity or intent to engage in homosexual acts, the solicitation of another to engage in homosexual act or acts, or a homosexual marriage or attempted marriage.

c. Homosexual *conduct* is grounds for barring entry into the armed forces and for separation from the armed forces. Sexual orientation, which according to AR 600-20 is an abstract sexual preference for persons or a particular sex, is *not grounds* for a bar to reenlistment or to continued service. AR 600-8-24, AR 635-200, AR 135-175 and AR 135-178 set forth the Army policy regarding separation for homosexual conduct.

3. General Information.

a. Only the member's commander is authorized to initiate fact-finding inquiries involving homosexual conduct. A commander may initiate a fact-finding inquiry only when they have received credible information that there is basis for discharge. A basis for discharge exists if:

(1) The soldier has engaged in a homosexual act.

(2) The soldier has made a statement that he/she is homosexual or bisexual, or made some other statement that indicates a propensity or intent to engage in homosexual acts.

(3) The member has married or attempted to marry a person of the same sex.

b. When a member engages in homosexual conduct as defined by paragraphs a(3), they are subject to administrative separation. AR 600-8-24, AR 635-200, AR 135-175, and AR 135-178 set forth Army policy regarding separation for homosexual conduct.

c. The service member bears the burden of proving, by a preponderance of the evidence that they do not engage in, have a propensity to engage in, or intend to engage in homosexual acts.

4. Commander's Responsibilities.

- a. Exercise sound discretion regarding when credible information exists.
- b. Examine the information and decide whether an inquiry is warranted or whether no action should be taken.
- c. Will not ask nor will the appointed inquiry officials ask members their sexual orientation. Members will not be required to reveal their sexual orientation.
- d. Ensure inquiries are conducted properly and no abuse of authority occurs.
- e. Become familiar with the DoD policy concerning homosexual conduct as described in the stated references.
- f. Ensure soldiers are informed of laws and regulations governing sexual conduct, including policies on homosexual conduct.

5. Point of Contact. OSJA.

Appendix U

Indebtedness of Army Personnel

1. References.

- a. DoD Directive 1344.9 and DoD Instruction 1344.12.
- b. DoD Directive 7000.14, Volume 7, Chapter 50.
- c. AR 600-15, Indebtedness of Military Personnel.
- d. AR 608-1, Army Community Service Program.
- e. AR 27-3, Legal Assistance.
- f. AR 380-67, Personnel Security Program.
- g. DoDFMR, Volume 7A, Chapters 42, 43, and 50

2. Department Of The Army Policy.

a. Soldiers are required to manage their personal affairs satisfactorily and pay their debts promptly. Willful failure to do so damages their credit reputation and affects the Army's public image (AR 600-15, Chap 2, para 2-1c(8)(c)).

b. Generally, the Defense Finance and Accounting Service (DFAS) may garnish a soldier's pay for payment of private debts only if the involuntary allotment application is supported by the final judgment from a civilian court (DoD 7000.14, Volume 7, 5003). Such involuntary allotments are subject to the applicable state law and are limited, in any case, to not more than 25 percent of the soldier's pay that is subject to involuntary allotment.

c. Creditors that comply with the provisions of Chapter 4, AR 600-15 will have their debt complaints processed by commanders.

d. The Army does not try to judge or settle debt disputes. Commanders should neither admit nor deny whether claims are valid.

e. The Army will not act as a collection agency.

3. Commander's Responsibilities.

a. Process debt complaints in accordance with AR 600-15. Commanders should return those complaints that do not meet the criteria in Chapter 4, AR 600-15. Commanders may refer to Chapter 2, AR 600-15 for guidance on retuning complaints that do not comply with Chapter 4.

b. Upon receipt of a court-ordered judgment, the commander must refer to DoD Directive 1344.9 and DoD Instruction 1344.12 for guidance on the procedures to follow.

Contact the SJA for additional guidance on what actions to take. The SJA can also help the commander determine if the debt collector complies with the Fair Debt Collection Practices Act.

c. Processing debts basically amounts to formally informing the soldier of the claim of indebtedness against them. Chapter 2, AR 600-15 provides detailed guidance to commanders in processing debt complaints.

d. According to Chapter 3, AR 600-15, consider administrative or punitive actions against soldiers that:

(1) Fail to promptly resolve unpaid debts.

(2) Repeatedly fail to pay their legal debts.

e. If the soldier has access to classified information, it may be necessary to submit a report of derogatory information to the unit S2 (See AR 380-67 for guidance).

f. Refer soldiers to the SJA or legal assistance if the soldier feels there are legal problems with the debt.

g. Provide financial management counseling for soldiers that have problems in meeting valid debts. Army Community Services provides financial management counseling, seminars, and workshops in addition to consumer protection advice.

4. Points of Contact.

a. Legal Specialist, SJA, and Legal Assistance.

b. Army Community Service.

Appendix V

Lautenberg Amendment to Brady Gun Control Act

1. Reference. DoD Memorandum, 22 October 1997, Implementing the Lautenberg Amendment to Brady Gun Control Act.

2. Department of Defense Policy.

a. The Lautenberg Amendment makes it a felony for anyone convicted of a misdemeanor crime of domestic violence to possess a firearm or ammunition. It is also a felony for anyone to transfer a firearm or ammunition to such a person. There is no exception for the military at this time.

(1) A “crime of domestic violence” is a crime involving the use or attempted use of physical force or the threatened use of a deadly weapon against a spouse, child or other member or former member of the offender’s household, including current and former live-in girlfriends or boyfriends.

(2) A “conviction” includes a conviction by a civilian court or a court-martial. It does not include punishment pursuant to Article 15, UCMJ, expunged convictions or deferred adjudication (offered by Bell and Coryell Counties).

b. It is a felony for anyone (e.g., commander or armorer) to issue a weapon or ammunition to a soldier if the one issuing the weapon or ammunition *knows or has reasonable cause to believe* that the soldier has such a conviction.

c. Any commander who knows or suspects that a soldier has been convicted of a misdemeanor crime of domestic violence should contact his or her legal advisor.

3. Points of Contact.

a. III Corps SJA and Legal Assistance

b. 1CD SJA, and Legal Assistance.

c. 4ID SJA, and Legal Assistance.

Appendix W

Leadership Counseling

1. References.

- a. FM 22-100, Leadership Counseling.
- b. AR 635-200, Enlisted Personnel.
- c. AR 600-8-19, Enlisted Promotions and Reductions.
- d. AR 600-8-29, Officer Promotions.
- e. AR 623-205, Noncommissioned Officer Evaluation Reporting System.
- f. AR 600-20, Army Command Policy.
- g. FM 27-1, Legal Guide for Commanders.

2. Department of the Army Policy.

- a. Leaders will ensure soldiers clearly understand the counseling process.
- b. According to FM 22-100, there are seven reasons for counseling:
 - (1) Specific instances of superior or substandard performance.
 - (2) Reception and integration.
 - (3) Crisis.
 - (4) Referral.
 - (5) Promotion.
 - (6) Separation.
 - (7) Performance and Professional Growth.

3. General Information.

a. Counseling for Specific Instances: This counseling is tied to specific instances of superior or substandard duty performance. You tell your subordinate whether or not the performance met the standard and what the subordinate did right or wrong. The key to successful counseling for specific performance is to conduct it as close to the event as possible.

(1) Many leaders focus counseling for specific instance on poor performance (discipline counseling) and miss excellent performance. Two important points this objective covers are:

(a) You should counsel subordinates for specific example of superior as well as substandard duty performance.

(b) To measure your counseling emphasis, note how often you document counseling for superior versus substandard.

(2) Counsel subordinates who do not meet standards and develop a plan to improve their skills. Extra or corrective training may be required at times to ensure the subordinate knows and achieves the standard. For more specific guidelines on extra or corrective see paragraph 4-6, AR 600-20 and Chapter 7, FM 27-1.

(3) When counseling a subordinate for a specific performance: tell the subordinate the purpose of the counseling, what was expected, and how the subordinate failed to meet the standard; address the specific unacceptable behavior or action; tell the subordinate the effect of the behavior, action, or performance on the rest of the organization; actively listen to the subordinate's response; remain unemotional; teach the subordinate how to meet the standard; be prepared to do some personal counseling since the failure to meet the standard may be related to an unresolved personal problem; explain what will be done to improve performance; continue to assess and follow up on the subordinate's progress; adjust the plan of action as necessary.

b. Reception and Integration Counseling. This counseling identifies and helps fix any problems or concerns that new members may have and explains established procedures identified in local command directives, lets them know the organizational standards and how they fit into the team. Reception and integration counseling should begin immediately upon arrival.

c. Crisis Counseling. You may conduct crisis counseling to get a subordinate through the initial shock, after receiving negative news, such as notification of the death of a loved one. You may assist the subordinate by listening and providing assistance. Assistance may include referring the subordinate to a support activity or external agency. Crisis counseling focuses on the subordinate's immediate, short-term needs.

d. Referral Counseling. Referral counseling helps subordinates work through a personal situation and may or may not follow crisis counseling. It may also act as preventative counseling before a situation becomes a problem. Usually the leader assists the subordinate in identifying the problem and refers the subordinate to the appropriate resource, such as ACS or chaplain.

e. Promotion Counseling. Leaders must conduct promotion counseling for all specialists and sergeants who are eligible for advancement, without waivers, but not recommended for promotion to the next higher grade.

f. Adverse Separation Counseling. Adverse separation counseling may involve informing the soldier of the administrative action available to the commander in the event substandard performance continues and of the consequences associated with those administrative actions (see AR 635-200).

g. Performance and Professional Growth Counseling. During performance counseling you conduct a review of a subordinate's duty performance during a certain period. You and the subordinate jointly establish performance objectives and standards for the next period. Rather than dwelling on the past, you should focus on the subordinate's strengths, areas that need improvement, and potential.

(1) Performance counseling is required under the officer, NCO and DA civilian evaluation reporting systems.

(2) Counseling at the beginning of and during the evaluation period facilitates a subordinate's involvement in the evaluation process. Performance counseling communicates standards and gives the leader the opportunity to establish the expected values, attributes, skills and actions.

(3) Professional growth counseling includes planning for the accomplishment of individual and professional goals. You conduct this counseling to assist subordinates in achieving organization and individual goals. This future-oriented counseling establishes short and long-term goals and objectives which may include opportunities for civilian or military schooling, future duty assignments, special programs and reenlistment options. Leaders must tailor to each individual.

(4) Career field counseling is required for lieutenants and captains before they are considered for promotion to major. Raters and senior raters, in conjunction with the rated officer, need to determine where the officer's skills best fit the needs of the Army.

h. The Counseling Process. Identify the need for counseling, prepare for counseling, conduct the counseling session, follow up.

i. Other Counseling Concerns.

(1) Soldier's problems. Leaders must always consider the soldier's point of view. What a leader views as simple or minor may look overwhelming to the soldier.

(2) Leader's limitations. Leaders must recognize their limitations and offer outside help when the situation warrants it. The chain of command is where the soldier starts.

(3) Outside agencies. The leader must know the location and function of all available assistance agencies and know when to refer a subordinate to them through the chain of command. Agencies most commonly used, but not limited to are:

- Adjutant General
- Alcohol and Drug Control Office
- American Red Cross
- Army Community Service
- Army Education Center
- Army Emergency Relief
- Career Counselor
- Chaplain
- Claims Section
- Community Counseling Center
- Community Health Nurse
- Community Mental Health Service
- Equal Opportunity Office
- Family Advocacy Program
- Finance and Accounting
- Housing Referral Office
- Inspector General
- Legal Assistance
- Social Work Services
- USDA Food Stamp Office

j. Discipline. Counseling soldiers who have violated regulations, policies, or other set standards is a necessary part of the leader's duties and fall under the first category of counseling, which is counseling for specific instances. Discipline counseling is used when the leader takes corrective steps that will not result in formal punitive action against the soldier under UCMJ. Discipline counseling differs from performance counseling in that discipline counseling stresses failure to meet set standards of conduct. Leaders must remember two points: Leader actions and corrective measures.

(1) Leader actions. Leaders must conduct this counseling in private. They must have their facts in order and remain unemotional. Only the soldier being counseled, the leader, and the involved members in the chain of command need to be present.

(2) Corrective measures. Leaders at all levels of an organization have different measures they use to improve performance or behavior. Many of these actions are described in FM 27-1, chapter 7. Punishments can be imposed by courts-martial or by commanders under Article 15, UCMJ. Commanders also have the authority to implement certain measures that are not punitive, keeping in mind that the restriction or corrective measures relate to the transgression. Some available options are:

- Deferment of discretionary benefits such as pass privileges, driving on post, or use of the PX or the EM club.
- Admonitions and reprimands.
- Corrective training.
- Administrative reduction.
- Revocation of security clearance.
- Bar to reenlistment.
- MOS reclassification.
- Transfer or reassignment.
- Alcohol and drug rehabilitation programs.

Some of these administrative actions are similar to punishments authorized under Article 15, which is non-judicial punishment. A commander may give the leader

authority to deny the pass privileges of a soldier who is late to duty or who leaves early. Corrective training must be related to a specific deficiency.

4. Commander's Responsibilities.

a. Ensure counseling is conducted routinely, or as required for:

- (1) Enlisted promotions.
- (2) Officer promotions.
- (3) NCO evaluation reporting.
- (4) Officer evaluation reporting.
- (5) Enlisted separations.
- (6) Officer separations.

b. Ensure counseling is documented on the appropriate form (DA Form 4856-E, DA Form 2166-8-1, DA Form 67-9-1, etc.).

5. Points of Contact.

- a. Unit Commander or First Sergeant.**
- b. Unit Legal Specialist or SJA.**

Appendix X

Leaves and Passes

1. References.

- a. AR 600-8-10, Leaves and Passes.
- b. AR 630-10, Absent Without Leave.

2. Department of the Army Policy. Encourage all soldiers to use their authorized leave to the maximum extent possible. Leave is beneficial to health, morale, and motivation and helps maintain efficient performance of military duties. A soldier earns 2.5 days per month. Soldiers who maintain a 60-day leave balance and wait until late in the FY to take leave will risk losing leave over 60-days if the operational situation requires their presence, AR 600-8-10, paragraph 2-2b(2).

3. General Information.

a. The following types of leave, when taken, are charged against the soldier's leave balance:

- (1) Ordinary leave.
- (2) Advance leave.
- (3) Emergency leave.
- (4) Environmental and morale leave.
- (5) Leave awaiting orders resulting from disability separation proceedings.
- (6) Leave together with Consecutive Overseas Tour (COT).
- (7) Reenlistment leave.
- (8) Transition leave.
- (9) Rest and recuperation leave.
- (10) Periods of leave that encompass a public holiday or weekend.
- (11) Pregnancy home leave – granted prior to delivery to return home for pregnancy care or birth of child.

(12) "Absence beyond leave or pass termination date" is chargeable when excused as unavoidable due to: mental incapacity, detention by civilian authorities or early departure of a mobile unit due to operational commitments.

(13) Leave together with PCS.

b. The following leaves and absences, when taken, are not charged against the soldier's leave balance:

(1) Convalescent leave.

(2) Sick-in-quarters.

(3) Sick-in-hospital.

(4) Excess leave – pay and allowances stop.

(5) Graduation leave (United States Military Academy).

(6) Holiday leave, provided the day does not fall on or within an approved leave period.

(7) Leave awaiting orders, resulting from disability separation after maximum accrued leave has been used.

(8) Passes.

(9) Permissive TDY.

(10) Proceed time.

(11) Privately owned vehicle (POV) travel – when delivering POV to a port or picking up POV from a port, in conjunction with a PCS.

(12) Special rest and recuperation – special incentive for extending overseas tour.

(13) AWOL absence beyond leave or pass termination date when not excused as unavoidable due to: mental incapacity, detention by civilian authorities or early departure of a mobile unit caused by early departure of the unit.

4. Commander's Responsibilities.

a. Ensure compliance with existing policies and procedures.

- b. Commanders will encourage and assist soldiers to use, on the average, their entire 30 days leave each year.
- c. Counsel soldiers who refuse to take leave on the command annual leave program.
- d. Ensure soldiers are charged leave only for days taken.
- e. Ensure voiding, reconstruction, or correction of DA Form 31 is done properly and when required.
- f. Process and verify changes affecting leave such as, sick-in-hospital or sick-in-quarters. AR 600-8-10, chapter 5, provides detailed guidance.
- g. Be thoroughly familiar with advanced and excess leave policies. Ensure soldiers understand each program.
- h. Process emergency leave requests as quickly as possible. Be familiar with briefing requirements and travel authorizations afforded to soldiers. This applies to soldiers whose Home of Record (HOR) is overseas and to soldiers stationed overseas traveling to stateside HOR. Remind soldiers that emergency leave is chargeable, but that travel time between points of embarkation is not chargeable.
- i. Process requests for leave in conjunction with Permanent Change of Station (PCS) or TDY. Do not grant extension requests to soldiers who have departed from your organization.
- j. Process requests for leave or travel outside the United States. Ensure soldier is briefed on their responsibilities according to AR 600-8-10, chapter 8.
- k. Process requests for convalescent leave. Ensure supporting recommendation has been received from a physician. AR 600-8-10, chapter 5, provides detailed guidance on medically related absences.
- l. Process requests for passes. Soldiers are not authorized leave in conjunction with special passes, AR 600-8-10, para 5-29.
- m. Ensure requests for permissive TDY are appropriate and authorized.

5. Points of Contact.

- a. Adjutant or Personnel Sergeant, S-1.
- b. Unit First Sergeant or Commander.

Appendix Y

Mental Health Evaluations (MHEs)

1. References.

- a. DoD Directive 7050.6, Military Whistleblower Protection.
- b. DoD Directive 6490.1, Mental Health Evaluations of Members of The Armed Forces.
- c. AR 40-501, Standards of Medical Fitness.

2. Definitions. Terms used in the DoD Directive are defined in Enclosure 2 to DoD Directive 6490-1.

3. Department of Defense Policy.

- a. A commanding officer shall consult with a mental health professional before referring a member for a mental health evaluation (MHE) to be conducted on an outpatient basis. (Enclosure 3 to DoD Directive 6490-1).
- b. A member has certain rights when referred for an MHE and additional rights when admitted to a treatment facility for an emergency or involuntary mental health evaluation. (Enclosure 3 to DoD Directive 6490-1).
- c. No person shall refer a member for an MHE as a reprisal for making or preparing a lawful communication to a Member of Congress, any appropriate authority in the chain of command of the member, an IG, or a member of a DoD audit, inspection, investigation, or law enforcement organization.
- d. No person shall restrict a member from lawfully communicating with an IG, attorney, Member of Congress, or others about the member's referral for an MHE.
- e. Violations of paragraphs 3c and 3d above by any person subject to the UCMJ are punishable as a violation of Article 92 of the UCMJ, and violations by civilian employees are punishable under regulations governing civilian disciplinary or adverse actions.
- f. Nothing in these procedures shall be construed to limit the authority of a commander to refer members for emergency MHEs and/or treatment when circumstances suggest the need for such action.

4. Commander's Responsibilities.

- a. Become familiar with the DoD Directive 6490-1 and AR 40-501.
- b. Ensure members are not referred for MHEs as reprisal for whistle blowing.

- c. Follow the requirements in Enclosure 3 to DoD Directive 6490-1.
- d. Consult with mental health professionals before referring members for MHEs.

5. General Guidelines for Referral for MHEs

- a. Consult with a Mental Health Care Provider (MHCP).
- b. If there is no MHCP available, consult a physician or senior privileged non-physician provider.
- c. For *non-emergency referrals*, forward a memorandum requesting a mental health evaluation to the Commander of medical treatment facility or clinic.
- d. If the commanding officer is the commander of the medical treatment facility or clinic, send the request to the Chairman of the Mental Health Department.
- e. For *non-emergency MHEs* the following will occur:
 - (1) At least two days in advance for non-emergency MHEs provide a memorandum to the service member that includes:
 - (a) Description of the behavior or verbal communications.
 - (b) Names of the mental health care providers consulted.
 - (c) Notification of service member's statement of rights.
 - (d) Date, time, and place of MHE and the name and rank of MHCP.
 - (e) Titles and telephone numbers.
 - (f) Name and signature of commander.
 - (2) The service member acknowledges that they were advised of the reasons and their rights by signing the memorandum.
 - (3) If the service member refuses or declines, the commander must state why.
 - (4) Commander must provide copies of the memorandum to the service member and MHCP.
 - (5) Do not offer the service member an opportunity to waive his/her rights to receive a written memorandum and statement of rights.
- f. For emergency MHEs, the following will occur:
 - (1) First priority: protect the service member and potential victims from harm.

(2) Prior to referral, try to consult MHCP, or other privileged health care provider (HCP).

(3) Safely get service member to the provider.

(4) As soon as practical, provide service member a memorandum and statement of rights.

(5) If the provider cannot be contacted before transporting the service member, forward the memorandum to the provider as soon as possible.

6. Service Member Rights.

a. For *non-emergency* MHEs:

(1) Consult an attorney.

(2) Request an IG investigation.

(3) Seek a second opinion by MHCP.

(4) No restrictions to communicate to IG, Member of Congress, or others about the referral for MHE.

(5) Must have at least two days, except in emergencies, to consult with an IG, attorney, chaplain, or other appropriate party.

(6) Provide reasons for not complying with above rights.

b. Involuntary Psychiatric Hospitalization:

(1) Commander will coordinate with Health Care Provider (HCPs), as soon as possible, to inform service member of reasons for admission (evaluation or treatment), likely consequences, and service member's rights.

(2) Service member can contact relative, friend, chaplain, attorney, and/or an IG as soon as possible after admission.

(3) Within 24 hours, service member will be evaluated.

(4) If continued hospitalization is determined, the attending psychiatrist will notify the service member of the reasons orally and in writing.

(5) There will be a review of the circumstances and clinical indications leading to involuntary psychiatric hospitalization and continuation of treatment.

(6) Within 72 hours, the psychiatrist will review the factors leading to involuntary admission and assess continued treatment.

(7) Review documents and examine the service member.

(8) Notify the service member of his/her right to legal representation.

7. Points of Contact.

- a. Community Mental Health.
- b. Inspector General.
- c. Chaplain.
- d. Legal Specialist, SJA and Legal Assistance.

Appendix Z

Physical Fitness Training

1. References.

- a. AR 350-1, Army Training and Education.
- b. FM 21-20, Physical Fitness Training.
- c. FH 350-1, III Corps and Ft Hood Training Catalog

2. Department of the Army Policy.

a. Conditioning for combat readiness is the focus of all physical fitness training. Commanders must design unit programs to take the base level fitness defined by the Army Physical Fitness Test (APFT) and raise it to meet or exceed mission related physical performance requirements.

b. Commanders will conduct physical fitness programs that enhance the soldier's ability to complete essential individual combat tasks. Preparation for the APFT is of secondary importance according to AR 350-41.

c. Commanders may establish unit APFT standards that exceed Army minimum standards. However, soldiers that fail to meet these unit standards may not be punished or disciplined, but are eligible for special programs designed to overcome weaknesses. Conduct special programs during duty hours for those soldiers in the overweight program, who failed the APFT or who require additional assistance. A soldier should not conduct special population PT more than twice per day. Commanders should tailor these programs according to FM 21-20. Units that establish higher standards should do so based on unit missions requiring soldiers to be more than minimally fit (generally Ranger, Light Infantry, Long Range Surveillance Detachments, and similar type units).

d. Physical training (PT) is a key training event. Effective FY04, it will be conducted five-days a week (Monday – Friday) for one hour. *Physical training should be conducted during the normal duty day.* Muscular strength and endurance sessions should be conducted a minimum of three times per week. In addition, any aerobic activity which results in soldiers maintaining their training heart rate, (FM 21-20, Chapter 2), for a minimum of 20 minutes, three-five times per week is adequate to maintain cardio respiratory fitness.

e. Soldiers will not participate in PT that violates a current, valid physical profile. Commanders should talk frequently with unit physicians (PAs) to fully understand the intent or conditions of a profile and to determine what is appropriate for the soldier. All profiles are not a blanket exemption from participating in PT. For additional information on profiles see Appendix AA.

f. Special programs are appropriate for soldiers who have difficulty meeting unit or Army standards. These programs will not be punitive in nature. They must be designed to meet individual needs to overcome specific weakness. Commanders should *avoid* placing all soldiers that exceed body fat standards or have fitness problems into the same category with the expectation that more exercise will automatically result in decreased body fat.

g. Special population PT. Conduct special population PT during normal duty hours (Monday through Friday) for those soldiers who failed the APFT or who require additional assistance, e.g. Weight Control Program or Pregnancy PT. Based on the fitness principles outlined in FM 21-20, soldiers should only conduct PT more than once per day if medical personnel and a Master Fitness Trainer are consulted beforehand to design a program that allows for adequate muscle group recovery.

h. All soldiers, age 40 and over, will be evaluated for coronary heart disease risk factors as part of their periodic physical examination. The medical procedures for the cardiovascular screening process (CVSP) are outlined in AR 40-501. It is a soldier's responsibility to ensure the CVSP is conducted in a timely manner. Soldiers that are not cleared may continue their current level of exercise during the evaluation process, including participation in unit or individual programs, but will not be permitted to take the APFT until cleared.

3. Commander's Responsibilities.

a. Establish and conduct physical fitness programs consistent with AR 350-1, Army Training and Education, FM 21-20, and the unit's mission.

b. Become familiar with the principles, procedures, and guidelines in FM 21-20.

c. Establish special programs for soldiers that fail to meet Army physical fitness standards and unit mission-related physical fitness standards.

d. Take appropriate administrative action against soldiers that fail to meet Army physical fitness requirements. (AR 600-8-2, FLAGS and/or AR 601-280, BARs)

4. Army Physical Fitness Test (APFT).

a. All soldiers must take the APFT regardless of their age.

b. The APFT is a three-event physical performance test to assess muscular endurance and cardio-respiratory (CR) fitness.

c. Commanders are responsible for ensuring that their soldiers are physically fit. Testing, inspection, observation, and medical examinations are ways to assess unit fitness.

5. APFT Test Administration.

- a. The APFT must be administered properly and to standard in order to accurately evaluate a soldier's physical fitness (FM 21-20, Chapter 14) (Test results are used for personnel actions).
- b. Commanders must ensure the OIC or NCOIC have the required equipment at the training site according to FM 21-20.
- c. The APFT must be properly supervised to ensure that its objectives are met.
- d. Testers must be totally familiar with the instructions for each event and trained to administer the test (FM 21-20, Chapter 14).
- e. Training videotape, 21-191 should be used for training those who administer the APFT (<http://dodimagery.afis.osd.mil/>).
- f. Commanders may administer the APFT as often as they wish (for record or practice); however, they must specify beforehand when the results are for record purposes. Active Army soldiers and Active Guard/Reserve will take the APFT at least twice each year with a minimum of 4 months separating record tests.

6. Test Sites.

- a. The test site should be fairly flat and free of debris (FM 21-20).
- b. Commander should become familiar with the three approved APFT sites at Fort Hood (Fort Hood Regulation 350-1).

7. Alternate APFT Events.

- a. Alternate APFT events assess the aerobic fitness and muscular endurance of soldiers with permanent medical profiles or long term (greater than three months) temporary profiles who cannot take the regular, three-event APFT.
- b. Commanders should administer alternate APFT events according to FM 21-20, Chapter 14. For additional information on alternate events and profiles see Appendix AA.

8. Points of Contact.

- a. Unit Master Fitness Trainer.
- b. Battalion S-1 Personnel.

Appendix AA

Physical Profiles

1. References.

- a. AR 40-501, Standards of Medical Fitness.
- b. AR 350-1, Army Training and Education.
- c. AR 600-60, Physical Performance Evaluation System.
- d. AR 635-40, Physical Evaluation for Retention, Retirement, or Separation.
- e. FM 21-20, Physical Fitness Training.
- f. Individual Sick Slip (DD Form 689).

2. Department of the Army Policy.

Permanent Profiles

a. Physical profiling is the Army's method of classifying a soldier's functional ability. Every soldier has a permanent profile. Soldiers receive their permanent physical profile at the time of enlistment, appointment or induction.

(1) A physical profile is made up of six factors: physical capacity; upper extremities; lower extremities; hearing and ears; eyes; and psychiatric. The letters P-U-L-H-E-S represents these factors.

(2) Each factor is rated on scale of 1 to 4. These factors represent limits to classification or assignment. Refer to AR 40-501 table 7-1 for a description of physical limitations under each factor.

b. A permanent change to a soldier's profile must be made IAW AR 40-501, para 7-6. Commanders of Army medical treatment facilities (MTF) designate individuals as profiling officers.

c. Designated profiling officers make changes to a soldier's profile using DA Form 3349 (Physical Profile). The profiling officer indicates duty limitations in block 3. These limitations must be legible, specific, and in lay terms.

d. Situations that require a mandatory review of an existing physical profile include—

(1) Return to duty of a soldier hospitalized. The attending physician will ensure that the patient has the correct physical profile, assignment limitations(s), and medical follow-up instructions, as appropriate.

(2) When directed by the appointing authority in cases of a problematical or controversial nature requiring temporary revision of profile.

(3) At the time of the periodic medical examination.

(4) Upon request of the unit commander.

(5) On request of a PEB.

e. The commander or profiling officer will refer soldiers getting a new permanent “3” or “4” profile rating in one or more PULHES factors to a MOS/Medical Retention Board (MMRB) for evaluation. The MMRB determines if a soldier can perform duties in a worldwide field environment. The MMRB recommends one of the following to the convening authority:

(1) Retain the soldier in Primary Military Occupational Specialty (PMOS) or specialty code. The soldier is returned to duty within the limits of the profile.

(2) Reclassify the soldier. If the convening authority agrees, U.S. Army PERSCOM will evaluate the soldier for reclassification.

(3) Probationary status. The MMRB will re-evaluate the soldier within six months.

(4) Referral to the Army’s physical disability system.

f. Commanders or personnel management officers will determine proper assignment and duty based on a soldier’s profile, assignment limitations, grade, and MOS.

g. Soldiers pending MMRB evaluation or final decision on MMRB recommendations remain subject to temporary duty and field duty IAW AR-600-60. Soldiers with a “3” or a “4” are non-deployable until the MMRB is completed IAW AR 220-1, Unit Status Reporting.

h. Physical training for soldiers with permanent profile limitations.

(1) The profiling officer will prescribe a physical training program using the DA Form 3349. The commander and Master Fitness Trainer (MFT) should participate in this decision. The program should include dietary guidance.

(2) FM 21-20, Chapter 14 provides guidance on alternate aerobic events for the APFT for soldiers who cannot run. *An aerobic event must be taken to receive a “go” on the APFT.*

(3) Soldiers do not take alternate events for the sit-up or push-up. If a profile prohibits either or both of these events, they are eliminated from the test and the soldier only takes the aerobic event.

(4) When an event is eliminated or an alternate is substituted, the soldier receives only a 'GO/NO GO' for the APFT.

(5) Soldiers get 3 months to prepare for the alternate test. The preparation period starts on either the day the profile was approved or the date an alternate test was recommended by health care personnel.

Temporary Profiles

a. Temporary profiles are intended to allow soldiers to properly recover from illness or injury. Commanders must consult with medical personnel to determine what physical training and duty requirements the profiled soldier can perform. The intent of a profile is to assist the soldier in fully returning to duty in the fastest, safest manner possible. A profile does not constitute a blanket authority to miss PT or avoid normal duty.

b. A soldier should perform their normal duties to the maximum extent permitted by the profile.

c. MFT or commanders should provide profiled soldiers with guidance on reconditioning exercises and diet for the duration of the profile.

d. Commanders should provide an alternate aerobic activity for soldiers with profiles that prohibit running. FM 21-20, Chapter 2 provides alternate aerobic activities.

e. Profiled soldiers do not take the APFT if their profile prohibits them from participating in any APFT event. Once the profile period ends, the soldier is authorized a training period twice the length of the profile (not more than 90 days) to prepare for the APFT. If a scheduled APFT occurs during the profile period, the soldier is given a mandatory APFT date. (FM 21-20, Chapter 14).

f. Temporary profiling of soldiers is limited to physicians, dentists, podiatrists, audiologists, physical therapists, physician assistants, nurse midwives, and nurse practitioners. (AR 40-501, paragraph 7-6).

g. Physician assistants, nurse midwives, and nurse practitioners may award temporary profiles for a period of 30 days or less. A physician must confirm profiles longer than 30 days or extensions of profiles beyond 30 days, except for pregnancy. (AR 40-501, paragraph 7-6). Orthopedic Physician Assistants have no limitations in awarding temporary or permanent profiles with a designator of 1 or 2.

h. Soldiers with temporary profiles of 3 months or more may be administered the alternate APFT. Profiled soldiers are given 3 months to prepare for the alternate test from either the date of the profile or the date recommended by health care personnel. The alternate test is outlined in FM 21-20, Chapter 14.

Profiling Pregnant Soldiers

"a. Responsibilities.

(1) *Soldier.* The soldier will seek medical confirmation of pregnancy and will comply with the instructions of medical personnel and the individual's unit commander.

(2) *Unit commander.* The commander will counsel all female soldiers as required by AR 600–8–24 or AR 635–200. The unit commander will consult with medical personnel as required. This includes establishing liaison with the occupational health clinic and requesting site visits by the occupational health personnel if necessary to assess any work place hazards.

"b. Physical Profiles.

(1) Profiles will be issued for the duration of the pregnancy. The MTF should ensure that the unit commander is provided a copy of the profile, and advise the unit commander as required. Upon termination of pregnancy, a new profile will be issued reflecting revised profile information. Physical profiles will be issued as follows:

(2) Under factor "P" of the physical profile, indicate "T–3."

(3) List diagnosis as "pregnancy, estimated delivery date."

"c. Limitations. Unless superceded by an occupational health assessment, the standard pregnancy profile, DA Form 3349, will indicate the following limitations:

(1) Except under unusual circumstances, the soldier should not be reassigned to overseas commands until pregnancy is terminated. (See AR 614–30 for waiver provisions and for criteria curtailing OCONUS tours.) She may be assigned within CONUS. Medical clearance must be obtained prior to any reassignment.

(2) The soldier will not receive an assignment to duties where nausea, easy fatigue, or sudden lightheadedness would be hazardous to the soldier, or others, to include all aviation duty, Classes 1/1A/2/3.

(3) Restrict exposures to military fuels. Pregnant soldiers must be restricted from assignments involving frequent or routine exposures to fuel vapors or skin exposure to spilled fuel such as fuel handling or otherwise filling military vehicles with fuels such as mogas, JP8, and JP4.

(4) No weapons training in indoor firing ranges due to airborne lead concentrations and bore gas emissions. Firing of weapons is permitted at outdoor sites. No exposure to organic solvent vapors above permissible levels. (For example, work in ARMS room is permitted if solvents are restricted to 1999 MIL–PRF–680, degreasing solvent.)

(5) No work in the motor pool involving painting, welding, soldering, grinding, and sanding on metal, parts washing, or other duties where the soldier is routinely exposed to carbon monoxide, diesel exhaust, hazardous chemicals, paints, organic solvent vapors, or metal dusts and fumes (for example, motor vehicle mechanics). It does not apply to pregnant soldiers who perform preventive maintenance checks and services

(PMCS) on military vehicles using impermeable gloves and coveralls, nor does it apply to soldiers who do work in areas adjacent to the motor pool bay (for example, administrative offices) if the work site is adequately ventilated and industrial hygiene sampling shows carbon monoxide, benzene, organic solvent vapors, metal dusts and fumes do not pose a hazard to pregnant soldiers.

(6) The soldier should avoid excessive vibrations. Excessive vibrations occur in larger ground vehicles (greater than 1 1/4 ton) when the vehicle is driven on unpaved surfaces.

(7) Upon the diagnosis of pregnancy, the soldier is exempt from mandatory physical training (PT) and from PT testing. Pregnant soldiers are encouraged to participate in a pregnancy PT program, where available. The soldier is exempt from wearing of load bearing equipment, including web belt

(8) The soldier is exempt from all immunizations except influenza and tetanus-diphtheria and from exposure to all fetotoxic chemicals noted on the occupational history form. The soldier is exempt from exposure to chemical warfare and riot control agents (for example, nuclear, biological, and chemical training) and wearing MOPP gear at any time.

(9) The soldier may work shifts.

(10) The soldier must not climb or work on ladders or scaffolding.

(11) At 20 weeks of pregnancy, the soldier is exempt from standing at parade rest or attention for longer than 15 minutes. The soldier is exempt from participating in swimming qualifications, drown proofing, field duty, and weapons training. The soldier should not ride in, perform PMCS on, or drive in vehicles larger than light medium tactical vehicles due to concerns regarding balance and possible hazards from falls.

(12) At 28 weeks of pregnancy, the soldier must be provided a 15-minute rest period every 2 hours. Her workweek should not exceed 40 hours and the soldier should not work more than 8 hours in any one day. The duty day begins when reporting for formation or duty and ends 8 hours later.

'd. *Performance of duty.* A woman who is experiencing a normal pregnancy may continue to perform military duty until delivery. Only those women experiencing unusual and complicated problems (for example, pregnancy-induced hypertension) will be excused from all duty, in which case they may be hospitalized or placed sick in quarters. Medical personnel will assist unit commanders in determining duties.

'e. *Sick in quarters.* A pregnant soldier will not be placed sick in quarters solely on the basis of her pregnancy unless there are complications present that would preclude any type of duty performance."

Postpartum Profiles

“a. Convalescent leave (as prescribed by AR 600–8–10) after delivery will be for a period determined by the attending physician. This will normally be for 42 days following normal pregnancy and delivery.

“b. Convalescent leave after a termination of pregnancy (for example, miscarriage) will be determined on an individual basis by the attending physician.

“c. Prior to commencing convalescent leave, postpartum soldiers will be issued a postpartum profile. The temporary profile will be for 45 days. It begins on the day of birth or termination of pregnancy and will allow PT at the soldier’s own pace. If a soldier decides to return early from convalescent leave, the temporary profile remains in effect for the entire 45 days.

“d. Soldiers will receive clearance from the profiling officer to return to full duty.

“e. In accordance with DOD Directive 1308.1, postpartum soldiers are exempt from the APFT for 180 days following termination of pregnancy. They are expected to use the time in preparation for the APFT after receiving clearance from their physician to resume physical training.”

3. Responsibility for personnel actions.

“a. Unit commanders and personnel officers are responsible for necessary personnel actions, including appropriate entries on personnel management records and the assignment of the individual to military duties commensurate with the individual’s physical profile and recorded assignment limitations.

“b. If the soldier’s commander believes the soldier cannot perform with the permanent profile, the commander will make appropriate comments on the profile form in the section entitled “Action by Unit Commander” and request reconsideration of the profile by the profiling physician. Reconsideration must be accomplished by the physician, who will either amend the profile or revalidate the profile as appropriate. Commander’s may also request a review of temporary profiles.”

4. Points of Contact.

- a. Officer or NCO in charge of your supporting Troop Medical Clinic.
- b. Battalion S-1.
- c. Patient Administration Division at the Medical Treatment Facility.

Appendix BB
POV Safety

1. References.

- a. AR 385-10, The Army Safety Program.
- b. FM 100-14, Risk Management.
- c. Privately Owned Vehicle Risk Management Toolbox at <http://safety.army.mil/home.html>
- d. III Corps G1 Safety Public Folders

2. General Information.

a. Safety is a leadership issue and commanders at all levels should establish their own clearly defined safety policies that outline specific safety programs and risk reduction functions, raise awareness of personal risk, and encourage leaders and soldiers to take responsibility.

b. The Army Safety Center's POV Toolbox and the Chief of Staff of the Army's Six-Point POV Safety Program provides commanders, leaders, non-commissioned officers, and individuals a tool for ensuring safe POV use by all personnel.

c. Comply with accident reporting procedures. Lessons learned from on-and off-duty accidents and incidents are published by the III Corps Safety Office. Safety lessons learned are a sustaining base in our continued safety process and include both civilian workers and individual soldiers.

d. Safety applies to all areas of our business and demands vigilant leadership and discipline. Accident prevention and mission effectiveness are inseparable.

3. Commander's Responsibilities.

- a. Establish and enforce high standards of safety awareness.
- b. Use risk management principles to make good decisions.
- c. Implement a safety award program as an initiative that rewards individual and unit safety.

4. Point of Contact. Corps G-1 Safety.

Appendix CC

Promotions - Enlisted and Officers

1. References.

- a. AR 600-8-29, Officer Promotions.
- b. AR 600-8-19, Enlisted Promotions & Reductions.
- c. AR 25-400-2, The Army Records Information Management System (ARIMS).

2. Department of the Army Policy. The purpose of the Army's Enlisted and Officer Promotion System is to fill authorized spaces with the best-qualified soldiers. It provides for career progression and rank that is in line with potential. It precludes promoting the soldier who is not productive or not best qualified, thus providing an equitable system for all soldiers.

3. General Information.

a. Enlisted. There are numerous work tasks in the promotion process. Those procedures will not be discussed as they are listed in detail in AR 600-8-19. However, commanders should become familiar with them. A thorough knowledge of Time in Service (TIS)/Time in Grade (TIG) requirements for each grade is necessary for commanders to make informed decisions relevant to their soldiers. The following TIS/TIG requirements are general in nature:

(1) Decentralized Advancements (PV2-SPC).

(a) Advancement to PV2 is 6 months, TIS (4 months) may be waived. Normal advancement to PV2 is done automatically unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to PV2 with a waiver.

(b) For advancement to PFC, there is a 12-month TIS (6 months may be waived) and a 4-month TIG requirement (2 months may be waived). Normal advancement to PFC is done automatically, unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to PFC with a waiver.

(c) For advancement to SPC, there is a 24-month TIS (8 months may be waived) and a 6-month TIG requirement (3 months may be waived). Normal advancement to SPC is done automatically, unless the commander submits a DA Form 4187 prior to the effective date to deny the advancement. In addition, a DA Form 4187 is required for advancement to SPC with a waiver.

(2) Semi-centralized Promotions (SGT-SSG).

(a) Time requirements for promotion to SGT and SSG are as indicated.

(b) Requirements for promotion to SGT include 34 months TIS (secondary zone-18 months), 8 months TIG (secondary zone-4 months), and 32 months TIS for board appearance (secondary zone-16 months).

(c) Requirements for promotion to SSG include 82 months TIS (secondary-48 months), 8 months TIG (secondary-5 months), 80 months TIS for board appearance (secondary-46 months), and 8 months TIG for board appearance (secondary-6 months)

(3) Areas in which errors are commonly found are counseling and mentoring. Both play an important role in the promotion process. Soldiers must know what is expected of them, what to strive for, and what areas to improve in order to achieve promotion. According to AR 600-8-19, paragraph 1-26, unit commanders will ensure that soldiers who are eligible for advancement, without waiver, but not recommended, are counseled in writing. Counseling will take place as follows:

(a) Initially, when soldier attains eligibility.

(b) Periodically (at least every 3 months).

(c) Counseling should include information as to why the soldier was not recommended and what can be done to correct deficiencies or qualities which lack promotion potential.

(4) Secondary Zone. Soldiers do not have a right to compete for promotion upon attaining secondary zone status. The secondary zone provides incentives to those who strive for excellence. It is for soldiers whose accomplishments, demonstrated abilities for leadership, and marked potential warrant promotion ahead of their peers. Soldiers recommended for promotion in the secondary zone must be outstanding.

(5) Flagging Actions. Soldiers must be in a promotable status to be promoted. Often soldiers continue to remain flagged after the flagging action has been finalized. Commanders must ensure that flags are removed promptly when finalized. Use the SIDPERS AAA-95, Suspension of Favorable Personnel Actions Report received from the S1, to monitor the unit's flagged soldiers.

(6) Promotion Boards. A common error found concerns appointment of board members. The promotion authority, not the president of the board, appoints board members. Additionally, boarded soldiers not recommended for promotion or not having enough points to obtain list status must be counseled.

(7) Promotion Records. Records must be kept in accordance with disposition instructions in AR 25-400-2.

(8) Waiver Allocations. Errors in computing waiver allocations are often encountered. Steps for computing waiver allocations are contained in AR 600-8-19, table 2-2. Gains and losses must be reconciled prior to computing waiver allocations.

(9) Grade Change Transactions. Must be submitted with AAA-294 Report to the servicing Personnel Services Battalion NLT their monthly suspense.

b. Officer. To be considered for promotion by a selection board, an officer must be on the active duty list (ADL) on the day the board convenes. Officers on suspension of favorable personnel actions (AR 600-8-2) or in a non-promotable status (AR 600-8-29) remain eligible for consideration.

(1) Promotion eligibility is determined by the DCSPER and approved by the SA. For centralized promotions, eligibility is based on an officer's active date of rank (ADOR) and time in grade (TIG). For decentralized promotions, the officer's promotion eligibility date (PED) is also a determinant. (see AR 600-8-29, chapter 2 for determining ADOR for 2LTs and WO1s; for all other officers, see same regulation, section V).

(a) WO1 to CW2. There is no minimum TIG requirements for officers to be considered for promotion to CW2; however, they must have at least two years TIG including service credit, if applicable, to be promoted. Furthermore, WO must serve 18 months on active duty in the grade of WO1 before promotion to CW2.

(b) To CW3 – CW5. These officers may not be considered for promotion to the next higher grade until they have completed three years of active duty in their current grade.

(c) To 1LT and CPT. The law establishes no minimum TIG requirements for consideration for promotion; however, an officer must have at least 18 month TIG to be promoted to 1LT and 40 months TIS to be promoted to CPT (10 USC 619). The TIG requirement for promotion to 1LT has been extended to two years by the authority of the SA.

(d) To MAJ - LTC. These officers must serve at least three years TIG to be considered for promotion. This requirement may be waived by the SA, for consideration from the below the zone, IAW 10 USC 619(a)(4).

(e) COL and BG. Officers must serve one year TIG to be considered for promotion. If selected, they may be promoted without regard to any additional TIG requirements.

(2) Officers in the following categories are not eligible for consideration by a promotion selection board:

(a) Officers whose established separation or retirement date falls within 90 days after the date on which the board is convened (10 USC 577 and 619).

(b) 1LTs twice not selected for promotion to CPT.

(c) Warrant Officers (WOs) twice not selected for promotion to CW3 - CW5 and not selectively continued.

(d) Chief Warrant Officers with less than three years of active duty service in their current grade (10 USC 574).

(e) Commissioned officers with less than one year of continuous active duty (since their most recent placement on the ADL) before the board convenes (10 USC 619(c)).

(f) Officers currently on active duty based on a recall from retired status.

(3) Failure to be selected for promotion. An officer on the ADL who has failed to be selected for promotion to CW3-CW5 and CPT - LTC a second time will be subject to one of the following:

(a) Discharged according to AR 635-120 or released from active duty according to AR 635-100.

(b) Retired under any provision of law, if eligible, on the date requested by the officer and approved by proper authority.

(c) Retained on active duty (if a commissioned officer) until qualified for retirement if, on the date the officer would otherwise have been discharged, he or she is within two years of qualifying for retirement.

(d) Retained on active duty (if a warrant officer) until qualified for retirement if he or she is within two years of qualifying for retirement on the date the Secretary of the Army approves the board report.

(e) Selectively continued under the provisions of paragraph 1-14.

4. Commander's Responsibilities.

a. Ensure battalion S-1 personnel complete required administrative actions.

b. Ensure soldiers who are not recommended but fully qualified receive counseling.

c. Be thoroughly familiar with regulatory guidance on promotions.

5. Points of Contact.

a. Adjutant/Personnel Sergeant, S-1.

b. Unit Commander or First Sergeant.

Appendix DD

Religious Accommodations

1. References.

- a. AR 600-20, Army Command Policy.
- b. DA Pam 600-75, Accommodating Religious Practices.

2. Department of the Army Policy.

The Army places a high value on the rights of its soldiers to observe tenets of their respective religions. It is the Army's policy to approve requests for accommodation of religious practices when they will not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline, or otherwise interfere with the performance of the soldier's military duties. However, accommodation of a soldier's religious practices cannot be guaranteed at all times but must depend on military necessity.

3. General Information.

a. Religious worship. Sunday morning is not the only recognized or designated time for worship for military personnel. Some religious groups observe a 24-hour Sabbath beginning at sundown on Friday and ending at sundown on Saturday, when they are required to refrain from certain activities. Other religious groups conduct worship services at various times during the week and weekend. Duration of services differs between religious groups. Commanders are encouraged to accommodate the unique religious worship requirements of their soldiers when mission requirements permit, allowing them the time and opportunity to worship according to their customs and practices. Exceptions to normal duty hours may be necessary in some cases.

b. Religious events. Certain religious holy days or other observances are established at times of obligation or significant events in the life of a religious group. Particular festivals, rituals, historic reenactments, or religious seasons may be as important or even more important than weekly worship. When possible, commanders should consider granting time off, exceptions to normal duty hours, passes, or ordinary leave for soldiers to participate in activities.

c. Religious dietary practices. Some religious groups have tenets that prohibit eating specific foods or prescribe the manner in which food is prepared. Other groups require times of fasting or abstinence from certain foods at all or specific times rather than require eating only a few select foods. Some soldiers may need to request approval for separate rations on the basis of strict dietary requirements. Others may simply need to request arrangement for messing at dining facilities that operate at other than normal meal times or to request reimbursement for missed meals during required fast times. Commanders should be aware of what provisions can be made by the servicing dining facilities and what alternative provisions can be authorized for soldiers with requests for religious dietary accommodations.

d. Religious medical practices. Some religious groups require medical self-care, prohibit immunizations, blood transfusions, surgery, or autopsy. Other groups require certain religious ministrations or procedures to be accomplished at the time of death or in relation to preparation of the body for burial. Some groups are strongly opposed to or prohibit cremation. Soldiers who observe such religious requirements or practices should be fully aware of the provisions of AR 600-20. They should ensure that their commanders are aware and submit a request for religious accommodation, when applicable.

e. Religious wear and appearance practices.

(1) Some religious groups require the wearing of religious articles. Some of these articles are not visible as they are worn under normal outer clothing; others are highly visible, such as headgear, garments, and adornments (necklaces, bracelets, pins, and so forth). Soldiers will meet the requirements of the neat, conservative, discrete, subdued, and nonpermanent criteria listed in AR 600-20, paragraph 5-6. Articles must not be a substitute for, replace, or interfere with the normal wear or appearance of items of the Army uniform as outlined in AR 670-1.

(2) Some religious groups require individual piety and modesty in dress; for example, the covering of arms and legs or women not wearing male clothing. Commanders may accommodate such religious practices that do not pose health or safety hazards. Uniformity is an important military consideration. Uniformity should not be the overriding reason for denying all requests for exception to wear and appearance policy based on sincere religious practices.

(3) The practice of wearing uncut hair and beards and permanent jewelry (items not readily removable such as welded bracelets) is prohibited because of health and safety reasons, even if based on sincere religious convictions. AR 600-20, paragraph 5-6, governs continuance of prior exceptions.

4. Commander's Responsibilities.

a. Ensure the request for religious accommodation is sincere, consistently practiced, and religion-based.

b. Ensure the request for religious accommodation does not have an adverse impact on military readiness, unit cohesion, standards, health, safety, or discipline.

5. Point of Contact. Unit Commander, First Sergeant, or Chaplain.

Appendix EE

Security of Arms, Ammunition, and Explosives (AA&E) and Night Vision Devices (NVD)

1. References.

- a. AR 190-11, Physical Security of Arms, Ammunition and Explosives
- b. AR 190-51, Security of Unclassified Army Property (Sensitive and Non-sensitive)
- c. Fort Hood Regulation 190-3, Administration and Management of Physical Security

2. Department of the Army Policy.

- a. Arms rooms will be protected by an Intrusion Detection System (IDS) or under 24-hour surveillance. If IDS fails, constant, unobstructed observance of the arms storage structure is required. AA&E will not be left unsecured at any time or under any circumstances.
- b. All arms within arms rooms will further be secured in racks or containers with approved padlocks. Night vision devices (NVDs) will also be stored in containers within the arms room if ample space is available. An armed guard is required if the IDS fails in arms rooms containing category 1 or 2 weapons.
- c. All NVDs will be treated like weapons for security purposes.
- d. A hand receipt is required to account for all AA&E and NVDs. Armorers will conduct visual counts of all AA&E and NVDs upon opening the arms rooms. A monthly serial number inventory will be conducted of all AA&E, NVDs, and other sensitive or high-dollar items.
- e. A daily closing inventory count will be conducted by a responsible individual (other than the armorer) appointed by the commander at the close of business on each day the arms room has been accessed.
- f. Arms and NVDs signed out of the arms storage facility for maintenance on DA Form 2407/DA Form 5504 (Maintenance Request) will be physically viewed within 72-hours after the weapon was turned in to the maintenance or repair facility. This check will be done by a responsible Staff Sergeant or above, and recorded on a memorandum, signed and dated by that individual, and filed in the unit arms room.
- g. The Key Control Officer will issue all locks and keys for the arms room to the Primary Arms Room Custodian on DA Form 2062.
- h. The armorer will account for AA&E keys on the opening and closing inventories using DA Form 2062.

i. The armorer will conduct a semiannual serial number inventory of all AA&E keys on DA Form 5513-R.

3. General Information.

a. A videotape is available for viewing in the Military Police Station or the Physical Security Office that provides specific guidance on physical security requirements.

b. Check sheets, SOPs, deficiencies and recommendations, etc., are available on the III Corps Provost Marshal, Physical Security Branch, e-mail public folder. Physical security checklists are not all inclusive and are therefore not intended to replace Army regulatory guidance.

4. Commander's Responsibilities.

a. Become familiar with regulatory requirements.

b. Personally, ensure inventories and accountability of AA&E and NVDs is performed daily according to references.

5. Points of Contact.

a. Chief, Physical Security Branch, 287-1942.

b. Supervisory Physical Security Specialist, 287-1923/287-3535.

Appendix FF

Sergeant's Time Training (STT)

1. References.

- a. III Corps and Fort Hood Regulation 350-1, Training.
- b. FM 25-100, Training the Force.
- c. FM 25-101, Battle Focused Training.
- d. FORSCOM Policy Letter, Sergeant's Time Training.

2. Policy.

a. Sergeant's Time Training (STT) is a vital training event and will be conducted for five continuous hours per week. STT is mission essential task list (METL) oriented, uninterrupted, soldier training provided by the first-line leader weekly.

b. Sergeant's Time Training must prepare the individual soldier to be proficient in their MOS/CTT-related tasks.

c. The focus of Sergeant's Time Training will be soldier to crew/squad/section level to support unit METL and the commander's battle focus.

3. General Information.

a. Sergeant's Time Training, beginning FY04, will be the last day of the workweek (Thursday or Friday) from 0900-1500. A one-hour lunch period will be allocated to allow the unit to eat together. This program must continue to receive command emphasis at all levels and will be METL based in accordance with FM 25-101 (soon to be FM 7-1). Sergeants will be permitted time to correct deficiencies from earlier in the week. Permanent policy exceptions to the STT scheduling require the Corps' Commander approval. However, the first colonel in the chain of command may authorize units to conduct STT on different days or times on a case-by-case basis when missions or installation support requirements make it necessary.

b. Participation of all soldiers and their first line supervisors is mandatory.

c. All units and personnel not directly involved in red cycle taskings will conduct Sergeant's Time Training. Red cycle units will support requirements as tasked.

d. The first colonel in the chain of command can excuse individual soldiers from Sergeant's Time Training.

4. Commander's Responsibilities.

a. Commanders provide intent and develop training plans, in coordination with the NCO leadership, and monitor training execution to ensure Sergeant's Time Training remains focused on the link between the unit METL and the soldier tasks which support it.

b. STT is a "contract" between soldiers, first line leaders, and the commander. The chain of command must ensure STT is focused, well prepared, challenging and conducted to standard.

5. Points of Contact.

a. Corps G-3 Training.

b. Battalion S-3

Appendix GG

Sexual Harassment

1. Reference. AR 600-20, Command Policy.

2. Department of the Army Policy.

a. The policy of the Army is that sexual harassment is unacceptable conduct and will not be tolerated. Army leadership at all levels will be committed to creating and maintaining an environment conducive to maximum productivity and respect for human dignity. Sexual harassment destroys teamwork and negatively affects combat readiness. The Army bases its success on mission accomplishment. Successful mission accomplishment can be achieved only in an environment free of sexual harassment for all personnel.

b. The prevention of sexual harassment is the responsibility of every soldier and DA civilian. Leaders set the standard for soldiers and DA civilians to follow.

3. General Information.

a. The biggest factor contributing to improper sexual treatment is the lack of understanding of what sexual harassment is. There isn't always a clear distinction between what is and what is not sexual harassment. Opinions vary between what actions are acceptable and what actions are prohibited. Therefore, the recipient of harassment must ensure they plainly communicate that such action or verbiage is unacceptable and will not be tolerated. If verbiage or actions continue, report it to the commander immediately.

b. Sexual harassment is a form of gender discrimination that involves unwelcome (*"Unwelcome is determined by the recipient"*) sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when any of the following occurs:

(1) Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person's job, pay, or career.

(2) Submission to, or rejection of, such conduct by a person is used as a basis for career or employment decisions affecting that person.

(3) Such conduct interferes with an individual's performance or creates an intimidating, hostile, or offensive environment.

c. Any person in a supervisory or command position who uses or allows implicit or explicit sexual behavior to control, influence, or affect the career, pay, or job of a soldier or civilian employee is engaging in sexual harassment. Similarly, any soldier or civilian employee who makes deliberate or repeated unwelcome verbal comments, gestures, or physical contact of a sexual nature is engaging in sexual harassment.

4. Points of Contact.
 - a. Equal Opportunity Representative or Office.
 - b. Chain of Command.
 - c. Unit Chaplain

Appendix HH Support of Family Members and Dependents

1. References.

- a. AR 608-99, Family Support, Child Custody, and Paternity.
- b. DoD Financial Management Regulation, Volume 7A, Chapter 26.

2. Department of the Army Policy.

a. Financial nonsupport of family members is an official matter of concern. *This is a command issue.*

b. Soldiers are required to manage their personal affairs satisfactorily. This responsibility includes:

- (1) Providing adequate and continuous financial support for their family members.
- (2) Complying with all court orders in accordance with AR 608-99.
- (3) Maintaining reasonable contact with family members to ensure their financial needs are being met.

c. Soldiers *must* provide child support and/or alimony under the following circumstances:

- (1) Court orders regarding child support, alimony, and paternity.
- (2) The financial support provisions of a written support agreement in the absence of a court order.

(3) If there is no court order or written support agreement, the soldier must comply with the minimum support provisions of AR 608-99, paragraph 2-6.

d. Soldiers cannot use their military status or assignment to deny financial support to family members or to evade court orders concerning child support or custody.

e. The provisions of AR 608-99 are intended as *interim* measures until the parties involved arrive at a mutual agreement or resolve their differences in court.

f. Violations of the minimum support requirements of AR 608-99, paragraph 2-6 or child custody provisions of paragraph 2-9 are punishable under Article 92, UCMJ.

g. Minimum support is defined as an amount of money equal to the Basic Allowance for Quarters (BAQ) at the "with dependents rate" for which the soldier is

eligible. However, a soldier's entitlement or lack of entitlement to such allowances has no relationship to their obligation to provide support. (AR 608-99, paragraph 1-7b).

h. A commander has no authority to excuse a soldier from complying with the interim support requirements of AR 608-99, except as listed in paragraph 2-11.

i. Soldiers cannot fall into arrears without violating AR 608-99, paragraph 2-5. Soldiers who fall into arrears by violating AR 608-99, may be punished accordingly. Although the collection of arrearages based on the financial support provision of a court order or written support agreement may be enforced in court, there is no legal means for the military to enforce collection of BAQ arrearages. Nevertheless, in all cases, soldiers should be strongly encouraged, but not ordered, to pay arrearages.

3. Commander's Responsibilities.

- a. Inform their soldiers of the DA policy on support of family members.
- b. Process and respond to complaints of nonsupport in accordance with AR 608-99, paragraph 3-1.
- c. Counsel soldiers when nonsupport complaints are brought against them.
- d. Respond to all official messages and correspondence concerning nonsupport claims.
- e. Conduct inquiries into allegations of nonsupport.
- f. Take appropriate action against soldiers that fail to comply with AR 608-99 or lawful orders based on that regulation. Confer with the Staff Judge Advocate if there are any questions concerning "appropriate action." These actions include, but are not limited to, the following:

- (1) Counseling.
- (2) Admonition.
- (3) Memorandum of Reprimand (MPRJ or OMPF filing).
- (4) Bar to reenlistment.
- (5) Administrative separation from the service.
- (6) Nonjudicial punishment under UCMJ, Art 15.
- (7) Courts-martial.

4. Point of contact is SJA.

Appendix II

Suspension of Favorable Actions (Flags)

1. References.

- a. AR 600-8-2, Suspension of Favorable Personnel Actions (Flags).
- b. AR 600-8-22, Awards.
- c. AR 600-9, Weight Control.

2. Department of the Army Policy.

a. Flag actions guard against the accidental execution of favorable personnel actions for soldiers not in good standing and support the Army's personnel life-cycle function of sustainment.

b. Mandates submission of flags when an unfavorable action or investigation (formal or informal) is initiated against a soldier by military or civilian authorities.

c. Classifies flag actions into two categories: non-transferable and transferable (AR 600-8-2, paragraph 1-11).

d. Prohibits the execution of the following personnel actions. (Exceptions exist - see AR 600-8-22 and paragraph e below)

- (1) Appointment, reappointment, reenlistment, and extension.
- (2) Entry on active duty or active duty for training (ADT).
- (3) Reassignment.
- (4) Promotion or reevaluation for promotion.
- (5) Awards and decorations (for exceptions see AR 600-8-22).
- (6) Attendance at civil or military schooling.
- (7) Unqualified resignation or discharge.
- (8) Retirement (except mandatory retirement).

(9) Advanced or excess leave.

(10) Payment of enlistment bonus or selective reenlistment bonus (SRB).

(11) Assumption of command.

(12) Family member travel to an overseas command (when sponsor is overseas).

(13) Command sponsorship of family members in an overseas command (when sponsor is overseas).

e. Exception to the personnel actions listed in paragraph 2d(1) above are:

(1) If a soldier is flagged for APFT failure they are prohibited from promotion, reenlistment, and extension only.

(2) If a soldier is flagged for weight control failure they are prohibited from attendance at a full-time civilian or military schooling, promotion, assumption of command, and reenlistment or extension only.

3. Commander's Responsibilities.

a. Direct the flagging action when a soldier's status changes from favorable to unfavorable. A flag action is removed when the soldier's status changes from unfavorable to favorable.

b. Initiate a separate flag for each investigation, incident, or action.

c. Review active flag actions monthly.

d. Consult the security manager if determination is made to suspend access to classified information.

e. Ensure the rules for transferring flags are being followed.

f. Ensure rules for removing flags are being followed; immediate removal upon:

(1) Adverse Action: completion of all punishments imposed to include reductions, extra duties and restrictions, and any suspensions; when charges are dropped; when soldier is reassigned to the transition point for separation processing.

(2) Weight control: successful compliance with the height and weight standards of AR 600-9 (if soldier becomes overweight within one year of removal, begin separation processing).

(3) APFT: successful completion of APFT.

g. Ensure soldiers who fail the APFT or fail to meet height and weight requirements are flagged.

h. Ensure the soldier is informed of the flag action.

i. Ensure immediate removal of flagged soldiers from the SGT/SSG Promotion Standing List.

4. Points of Contact.

a. Adjutant or Personnel Sergeant, S-1.

b. Legal Specialist or SJA.

Appendix JJ

Tattoos

1. References.

- a. AR 670-1, Wear and Appearance of Army Uniforms and Insignia.
- b. DA Message 252210Z, Mar 03, Wear and Appearance of Army Uniforms and Insignia, AR 670-1.

2. Department of the Army Policy.

- a. If a tattoo is visible in the Class A uniform (worn w/slacks/trousers), it is prohibited.
- b. Tattoos on other areas of the body that are prejudicial to good order and discipline are prohibited.
- c. Tattoos or brands that are indecent, sexist or racist, or show an allegiance to extremist organizations are in violation of policy, and are prejudicial to good order and discipline are prohibited, regardless of location on body.
- d. Tattoos that are indecent (i.e., grossly offensive, vulgar, filthy, incite lustful thoughts, corrupt morals, or incite libidinous thoughts) are in violation of AR 670-1, para 1-8e(2)(b).

3. General Information.

- a. If the tattoo is not visible in the Class A uniform, it is prohibited only if the commander determines it is prejudicial to good order and discipline and is within the guidelines of paragraph 1-8, AR 670-1. Whether a tattoo detracts from good order and discipline is inherently a command decision.
- b. Soldiers may not cover tattoos or brands in order to comply with the tattoo policy.
- c. Existing tattoos or brands on the hands that are not extremist, indecent, sexist, or racist, but are visible, in the class A uniform (worn with slacks/trousers) are authorized.
- d. Determinations will be fully documented in writing and a copy of the determination will be provided to the soldier. Unless otherwise directed by the Army Deputy Chief of Staff, G1, these determinations are final. This authority will not be delegated further.

4. Commander's Responsibilities.

- a. Ensure soldiers understand the policy.
- b. For soldiers who are not in compliance, the commander should counsel the soldiers, in writing, on the Army tattoo policy and ensure the soldiers are afforded the opportunity to seek medical advice about removal or alteration.
- c. If a soldier refuses to have the tattoo or brand removed, annotate this on the counseling statement.
- d. Commander's may not order the removal of a tattoo or brand, but must ensure that soldiers are aware that the refusal to remove extremist tattoos, or any type of tattoo or brand visible in the Class A uniform, will result in discharge.

5. Point of Contact. SJA

Appendix KK

Travel Card

1. References.

- a. DoD Financial Management Regulation, Volume 9, Chapter 3, April 2000.
- b. GSA Master Contract for the Travel Card, November 30, 1998 through November 29, 2003, with 5 One-Year Options.
- c. Memorandum, HQDA, 19 Oct 00, subject: Army Individual Travel Card Delinquencies.
- d. Memorandum, CG, FORSCOM, 25 Aug 02, subject: Army Travel Card Delinquency Reporting.
- e. Memorandum, CG, FORSCOM, 3 Apr 03, subject: Implementing Instructions - Travel Charge Card Program.

2. Policy.

- a. Recent guidance from DoD and FORSCOM on mandatory use of the travel card has changed. Every employee will not be issued the travel card. Commanders should base approval of the credit card application on performance of duty, financial history and projected frequency of travel. Employees who do not possess the travel card will either be issued a travel advance by the supporting field office of the Defense Finance Accounting Service (DFAS) or the employee may use his or her personal funds or credit card to pay expenses incurred during official travel. Travel advance authorization should be reflected in travel orders.
- b. The travel card is no longer authorized for use for Permanent Change of Station (PCS) and Temporary Change of Station (TCS) expenses. The travel card will be deactivated prior to departure of these individuals. Use of the travel card is no longer authorized for TDY enroute to the new duty station.
- c. Travel card accounts will be deactivated for unit deployments, individual movement on Temporary Change of Station orders and when not needed for official travel.
- d. Mandatory use of the card is no longer authorized for infrequent travelers. Infrequent travel is defined as official travel less than six times per year.
- e. The travel voucher (DD Form 1351-2) will be submitted to DFAS for reimbursement not later than 5 working days after completion of official travel. If cardholder is TDY longer than 29 calendar days, an interim travel voucher will be submitted to DFAS for reimbursement on the 30th day.
- f. Use of the "Split Disbursement" option on the travel voucher should be strongly encouraged by all leaders.

g. Assist all cardholders who have long-term debt with establishment of a repayment plan with Bank of America (Credit Card Contractor).

3. Guidance/General Information.

a. Types of accounts. There are two types of accounts - either restricted or standard. Restricted accounts are accounts with a credit limit of \$2000 or less (can be increased in certain situations). Standard accounts have a credit limit of \$5000.

b. Credit card applicants can be denied a travel card because of "bad credit". However an applicant can decline the credit check on the application in which case Bank of America will only issue a restricted card.

c. Travel card accounts are "Past Due" if not paid by the 31st calendar day after the payment due date.

d. Travel card accounts are "Delinquent" if not paid by the 61st calendar day after the payment due date.

e. Travel card accounts are placed in the "Salary Offset" Program (Garnishment) if not paid by the 120th calendar days after the payment due date.

f. Travel card accounts are "Charged-off" by the credit card contractor if not paid by the 210th day after the payment due date. The contractor will forward accounts to a collection agency and report delinquency to the various credit agencies.

g. Know your organization's Agency Program Coordinator. Request, on a monthly basis, a list of cardholders assigned to your organization.

h. Know who in the organization is past due or delinquent – provide financial counseling and assistance with debt management if required.

i. Conduct investigations of reported card abuse or misuse and take corrective action when warranted.

j. If a soldier must go TDY and cannot get a travel card (for the reasons listed above) the unit requesting TDY orders should also request an advance TDY payment (see PAC for details).

4. Points of Contact.

a. Agency Organizational Program Coordinator.

b. ACoS, Resource Management.

c. Unit Financial Specialist.

d. PSNCO.

Appendix LL Unit Coins

1. REFERENCES.

- a. AR 600-8-22, Chapter 11, Military Awards.
- b. AR 672-20, Incentive Awards.
- c. FORSCOM Policy Memorandum CG-03-01, 15 June 2003, subject: FORSCOM Policy Memorandum, Commander's Coin Medallion Awards Program.
- d. 10 U.S.C. § 1125. Recognition for Accomplishments, Award of Trophies.
- e. 5 U.S.C. § 4503. Agency Awards.
- f. 10 U.S.C. § 503, 10 U.S.C. § 3013(b)(1). Recruitment of Personnel.

2. APPLICABILITY. This policy applies to all III Corps units and personnel.

3. POLICY. Unit coins provide commanders with an effective means to recognize command personnel – military, and civilian, for exceptional service and achievement. Uniquely personal in its presentation, and tied to the pride and history reflected in a unit's crest, the unit coin significantly contributes to the esprit, pride, morale, and cohesion of an organization.

4. GUIDANCE. The following guidance applies to unit coins purchased with appropriated funds:

a. Purchase. The authority to purchase distinctive unit coins is delegated to Major Subordinate Commanders. This authority may be further delegated to battalion commander and command sergeant major (CSM) level, and may include flag level deputies, assistant division commanders, and chiefs of staff. Commanders will ensure that distinctive unit coins adhere to regulatory guidance. The coins will bear an inscription identifying it as an award, such as "For Excellence" or "In Recognition of Outstanding Performance." Commanders authorized to purchase and present unit coin medallions are authorized to purchase only one coin medallion design for their unit. As an exception to this rule, general officer commanders and equivalent level command sergeants major may authorize coin medallions reflecting their position in addition to the unit coin medallion.

b. Presentation. The authority to award distinctive unit coins is limited to commanders and CSMs authorized to expend appropriated funds for the purchase of such coins. In individual cases, commanders and CSMs may authorize subordinate commanders or CSMs to make presentations of coins on their behalf.

c. Basis of Award of Unit Coins. Coins may be presented only for those unique achievements that further the efficiency and effectiveness of the Army's mission.

Although an extremely well performed duty may justify the award of a coin, ordinarily commanders will avoid presenting unit coins for the performance of routine duties.

d. Permissible Recipients of Unit Coins.

(1) Only soldiers or appropriated-fund civilian employees may be the recipients of unit coins purchased with appropriated funds. Under no circumstances shall coins purchased with appropriated funds be given to non-federal employees, including local businesses, dignitaries, or visitors. Requests to fund gifts for visitors shall be directed to the III Corps Secretary of the General Staff (SGS) for consideration of the use of Official Representation Funds. Nothing in this policy precludes the Garrison Commander or Directorate of Community Activities (DCA) from using non-appropriated funds (NAF) for the purchase of similar awards for NAF employees.

(2) Commanders and CSMs will not present coins purchased with appropriated funds to peers or superiors.

5. Points of Contact:

- a. III Corps SJA.
- b. Resource Management.

Note: At publication date, there is no current III Corps Coin Policy.

Appendix MM

Weight Control Program

1. References.

- a. AR 600-9, Weight Control Program.
- b. AR 600-9, Weight Control Program Interim Change No. I01
- c. AR 600-8-2, Suspension of Favorable Personnel Actions.
- d. AR 600-8-24, Officer Personnel.
- e. AR 635-200, Enlisted Personnel.

2. Department of the Army Policy.

a. Active and Reserve Component soldiers are responsible for meeting the standards in AR 600-9. Commanders and supervisors will monitor all members of their command to ensure they maintain proper body weight, body composition (body fat in relation to weight) and personal appearance.

b. Excessive body fat indicates a lack of personal discipline, detracts from military appearance, and may indicate a poor state of health, fitness, or stamina. Self discipline to maintain proper weight distribution and high standards of appearance are essential to every soldier in the Army.

c. Soldiers will conform to the body fat standards in AR 600-9, paragraph 20c, as amended by Interim Change I01. Soldiers that exceed these body standards are considered overweight. Body fat composition will be determined for personnel:

(1) Whose body weight exceeds the screening table weight in Table 1, AR 600-9.

(2) When the unit commander or supervisor determines that the individual's *appearance* suggests body fat is excessive.

d. Soldiers who are overweight will be entered into a weight control program, and flagged according to AR 600-8-2.

e. Soldiers will be sent for dietary counseling.

f. Once a commander places a soldier in the Army Weight Control Program (AWCP), that soldier's required goal is loss of 3-8 pounds per month. This level of monthly weight loss must be met unless an underlying medical condition exists.

(1) Soldiers that fail to make this progress for two consecutive monthly weigh-ins may be referred by the commander or supervisor to health care personnel for evaluation or reevaluation. The soldier is subject to separation proceedings.

(2) Commanders will initiate a mandatory bar to reenlistment and/or administrative separation against soldiers that fail to make satisfactory progress after being placed in the AWCP for *six months*.

g. Soldiers that become overweight within 12 months of the date of removal from the AWCP, with no underlying medical condition, the unit commander will initiate separation proceedings.

h. Soldiers that become overweight after the 12th month, but within 36 months of removal from the AWCP have 90 days to meet the standard or become subject to separation proceedings.

i. Soldiers that meet body fat standards and become pregnant will be exempt from the standards for the duration of the pregnancy, plus 135 days or the total number of days of convalescent leave after termination/completion of the pregnancy. Enrollment after this period requires the physician's approval that the soldier is fit for participation in a weight control program. Soldiers on the AWCP who become pregnant will be considered non-promotable, will not be authorized to attend professional or military schooling, and will not be assigned to command positions.

3. Commander's Responsibilities.

a. Become familiar with AR 600-9 and interim changes.

b. Ensure every soldier is weighed when they take the APFT or at least once every six months.

c. Ensure every soldier that exceeds his or her screening table weight (AR 600-9, Table 1) is taped to determine his or her body fat content. Procedures for determining body fat content are in AR 600-9, Appendix B.

d. Have medical personnel determine if there is an underlying medical reason causing the soldier's weight condition. Army Regulation 600-9 contains a sample memorandum to the Medical Department Activity (MEDDAC).

e. If no medical reason exists, enter the soldier in the AWCP. This should be done in writing. AR 600-9 contains a sample memorandum.

f. FLAG soldiers entered in the AWCP, according to AR 600-8-2.

g. Provide all soldiers with guidance and information on diet and exercise to control weight.

h. Maintain all required documentation in the soldier's file.

i. Conduct monthly weigh-ins for soldiers in the AWCP. Body fat content evaluations may also be done to assist in the measuring process.

j. Remove soldiers from the AWCP once they meet the body fat standards of AR 600-9. *Do not* use the screening table weight as the standard to remove soldiers from the AWCP.

4. Points of Contact.

- a. Battalion S-1.
- b. Battalion Physicians Assistant.
- c. Unit Master Fitness Trainer.
- d. MEDDAC.

Appendix NN

Whistleblower Protection

1. References.

- a. 10 U.S.C. 1034.
- b. DoD Directive 7050.6, Military WHISTLEBLOWER Protection, August 12, 1995.
- c. IGDG 7050.6, Guide to Investigating Reprisal and Improper Referrals for Mental Health Evaluations, February 6, 1996.

2. Applicability. This directive applies to:

- a. The Office of the Secretary of Defense, the military departments (including the Coast Guard when it is operating as a military service in the Navy), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, (IG, DoD), the Defense Agencies, and the DoD Field Activities, including nonappropriated fund activities (hereafter referred collectively as the DoD Components"). The term "military services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

- b. All DoD personnel.

3. General Information.

a. Protected Communication:

- (1) Any lawful communication to a Member of Congress or an IG.

- (2) A communication in which a member of the Armed Forces communicates information that the member reasonably believes evidences a violation of law or regulation, including sexual harassment or unlawful discrimination, mismanagement, a gross waste of funds or other resources, an abuse of authority, or a substantial and specific danger to public health or safety, when such communication is made to anyone in 4a, below.

- b. Reprisal. Taking or threatening to take an unfavorable personnel action, or withholding or threatening to withhold a favorable personnel action, for making or preparing a protected communication.

- c. Whistleblower. A member of the armed forces who makes or prepares to make a protected communication.

4. Department of Defense Policy.

a. Members of the armed forces shall be free to make a protected communication to a Member of Congress; an IG; a member of a DoD audit, inspection, investigation, or law enforcement organization; or any other person or organization (including any person or organization in the chain of command) designated under component regulations or other established administrative procedures to receive such communications.

b. No person shall restrict a member of the armed forces from making a protected communication.

c. Members of the armed forces shall be free from reprisal for making or preparing a protected communication.

d. No person may take or threaten to take an unfavorable personnel action, or withhold or threaten to withhold a favorable personnel action, in reprisal against any member of the armed forces for making or preparing a protected communication.

e. Any violation of subsection 4d, above, by a person subject to Chapter 47 of 10 U.S.C., is punishable as a violation of Section 892 of 10 U.S.C. Any violation of subsection 4d, above, by a civilian employee is punishable under regulation governing disciplinary or adverse actions.

5. Reprisal Factors. The following factors must be considered to determine if reprisal has taken place:

a. Did the military member make or prepare a communication protected by statute?

b. Was an unfavorable personnel action taken or threatened, or was a favorable action withheld or threatened to be withheld following the protected communication?

c. Did the official(s) responsible for taking, withholding, or threatening the personnel action know about the protected communication?

d. Does the evidence establish that the personnel action would have been taken, withheld, or threatened if the protected communication had not been made?

6. Commander's Responsibilities.

a. Ensure the complainant files the complaint to the IG, DoD. The complainant may request that the local IG forward the request to IG, DoD. Complaints may be made telephonically to IG, DoD, at (800) 424-9098 or by letter addressed to:

Department of Defense Inspector General
ATTENTION: Defense Hotline
1900 Defense Pentagon
Washington, DC 20301-1900

b. Ensure the complainant understands that an investigation is not required by the IG, DoD if the complaint is made or forwarded to IG, DoD more than 60 days after the complainant became aware of the personnel action at issue.

c. Ensure complainant provides as much of the following information as possible:

(1) Complainant's full name, rank, duty title, organization, duty location, commercial or DSN telephone numbers, residence telephone number, and mailing address for receipt of correspondence from the IG, DoD.

(2) A copy of the protected communication and any reply about the matter. If a copy is unavailable, include the date of the protected communication, to whom it was made, its contents, and whether it was investigated, when and by whom.

(3) Identify the personnel action(s) taken, withheld, or threatened to be taken or withheld. Provide documentation about the personnel action or describe the type of personnel action and date such action occurred.

(4) Provide to the extent possible, the full name, rank and/or grade, duty title, organization, duty location, and commercial or DSN telephone number of the officials responsible for signing, taking, recommending, or influencing the personnel action at issue. Indicate why and how any official involved in the personnel action knew of the protected communication.

(5) List key witnesses and the information they have that will establish the personnel action at issue was in reprisal for making or preparing a protected communication; include commercial and DSN telephone numbers or other information on how to contact the witnesses.

(6) Provide any other information in support of the allegations. If possible, provide a chronology of events, including the date of the protected communication and dates of all subsequent personnel actions taken, withheld, or threatened to be taken or withheld.

7. Points of Contact.

a. Local IG.

b. Next higher level IG.

c. DoD IG

Section III

Reference Guide

The following is a listing of U.S. Codes, DoD Directives, Army Regulations, DA Pamphlets, Field Manuals, and other miscellaneous publications that should be useful to a commander. The list is alphabetized by subject.

III Corps and Fort Hood Training Catalog	FH Regulation 350-1
Absentee and Deserter Apprehension Program	AR 190-9
Academic Evaluation Report	AR 623-1
Access to Off-Post Businesses	AR 190-24
Accident Investigation-Aircraft/Medical	AR 40-21
Accident Prevention	AR 385-95
Accident Reporting and Records	AR 385-40
Accrual of Pay During Confinement	DoD 7000.14-R, Vol 1
ACS-Basic	AR 608-1
Administrative Absence	AR 600-8-10
Administrative Hold (Extension of Tour)	AR 614-30
Administrative Reduction	AR 614-200
Administrative Use Vehicle	AR 58-1
Admonition and Reprimand	AR 27-10
Admonition and Reprimand	AR 600-20
Admonition and Reprimand	AR 600-37
Admonition and Reprimand	FM 27-1
Admonition and Reprimand	Manual for Courts Martial
AER	AR 930-4
AIDS-Handling	AR 600-110
Aircraft Accident Investigations	AR 95-30
Alcohol, Drug Abuse (ADAPCP)	AR 600-85
Alcoholic Beverages	AR 215-1
Ammo-Management	DA PAM 700-16
Ammo-Physical Security	AR 190-11
Anti-Deficiency Act	DFAS-IN 37-1 Online Only (www.asafm.army.mil)
APFT	AR 350-1
Appointment of Commissioned and Warrant Officers	AR 135-100
Apprehension and Confinement-Military Sentences	AR 633-30
Apprehension, Restraints and Release to Civ Auth	AR 190-9
Appropriated Funds-Management	AR 37-7
Armed Forces Disciplinary Control Board	AR 190-24
Article 15, UCMJ	AR 27-10
Article 32, UCMJ-Procedures	DA PAM 27-17
Article 5-Tribunals	AR 15-6
Article 5-Tribunals	FM 27-10

Assignment of Enlisted Personnel to USAEREC	AR 601-1
Assignment/Transfers (Officers)	AR 614-100
Assumption of Command	AR 600-20
Attachments-Orders	AR 600-8-105
Audit-DA	AR 36-5
Authority Lines	AR 25-50
Authorization for Public Person to Sell On Post	DoD 5500.7-R
Automation Security	AR 380-19
Aviation	AR 95-1
Awards	AR 600-8-22
AWOL	AR 630-10
AWOL-Desertion	AR 190-9
AWOL-Desertion	AR 630-10
AWOL-PROPERTY	AR 700-84
Bar to Reenlistment	AR 601-280
Bar to Reenlistment	FM 27-1
Bar to Reenlistment-QMP	AR 614-200
Benefits	DA GTA 21-2-11
Billeting Operations	AR 210-50
Black Marketing	AR 190-41
Board for Correction of Military Records	10 USC 1552
Board for Correction of Military Records	AR 15-185
Branch Transfer (Officer)	AR 614-100
Casualty Assistance	AR 600- 8-1
Casualty Assistance Handbook	DA PAM 600-8-1
Change of name, SSN, etc.	AR 600-8-104
Chaplain Activities	AR 165-1
Child Abuse	AR 608-1
Child Development Services	AR 608-10
Civil Court-Witnesses	AR 27-40
Civil Disturbances	AR 500-50
Civilian Personnel	AR 690 SERIES
Claims	AR 27-20
Claims	DA PAM 27-162
Classified Documents-Storage	AR 380-5
Clemency and Parole Board	AR 15-130
Clinical Investigation Program	AR 40-38
Clothing Issue, Sale, and Inventory Club Activities MWR	AR 215-1
Code of Conduct-Training (Escape and Survival)	AR 350-30
Command Information, PAO	AR 360-1
Command Policy and Procedures	AR 600-20
Command Sponsorship	AR 55-46
Commanders Inquiry Rule 303	Manual for Courts Martial
Commercial Solicitation on Post	AR 210-7
Community Relations	AR 360-1; AR 608-1

Community Relations-Funds	AR 37-47
Community Service	AR 608-1
Compassionate Reassignment (Enlisted)	AR 614-200
Compassionate Reassignment (Officer)	AR 614-100
Complaint Against Commander (Art 138, UCMJ)	AR 27-10
Confinement Facilities	AR 190-47
Confinement-Computation	AR 633-30
Congressional Inquiries	AR 1-20
Conscientious Objection	AR 600-43
Continuing Education System	AR 621-5
Contributions	AR 600-29
Contributions-Nafis MWR	AR 215-1
Convalescent Leave	AR 600-8-10
Correctional Custody	AR 190-47
Correctional System	AR 190-47
Correctional System/Confinement	AR 190-47
Correspondence	AR 25-50
Correspondence Courses	DA PAM 350-59
Counsel In Civil Court	AR 27-40
Counseling	AR 635 -200
Criminal Investigation Activities	AR 195-2
CSM-Relief	AR 614-200; AR 623-205
CSM-Retirement	AR 635-200
CURTAILMENT of TOU	AR 614-30
Custody, Correctional	AR 190-47
Customs-General Provisions	AR 190-41
Debts	AR 600-15
Delegation	AR 25-50
Deserter Apprehension Program	AR 190-9
Dictionary of United States Army Terms	AR 310-25
Dining Facility	AR 30-22
Discharge (Admin) (Enlisted)	AR 614-200; AR 635-200
Discharge (Admin) (Officer)	AR 600-8-24
Discharge Review Board	AR 15-180
Disturbances, Civil	AR 500-50
Door-to-Door Permit To Sell On Post	DoD 5500.7-R
Drivers, Military Vehicle Selection	AR 600-55
Driving Privileges-Revocation	AR 190-5
Dropped from Rolls (DFR)	AR 630-10
Dual Component Personnel Mgt Program	AR 600-39
Duty Roster	AR 220-45
Early Return of Family Members	AR 55-46
Emergency Leave	AR 600-8-10
Emergency Relief	AR 930-4
Employment and Use of USAR Military Technician	AR 140-315
Employment, Off Duty	DoD 5500.7-R

Energy Program	AR 11-27
Enlisted Personnel-Bars to Reenlistment	AR 601-280
Enlisted Personnel-Enlistment	AR 601-210
Enlisted Personnel-Management	AR 614-200
Enlisted Personnel-Reenlistment	AR 601-280
Enlisted Personnel-Separation	AR 635-200
Enlisted Personnel-Training and Assignments	AR 614-200
Entertainment (.012 Funds)	AR 37-47
Entitlement-Forfeiture of Pay	10 USC 802
Entitlement-Hospital	10 USC 3721; 10 USA 3722
Entitlement-NLOD	10 USC 1207
Entitlement-Retirement Credit	10 USC 1204
Entitlement-Time Lost	10 USC 972
Environmental Effects of Army Actions	AR 200-2
Environmental Law	AR 200-1
Equal Employment Opportunity and Affirmative Action	AR 690-12
Evaluation Reports-Academic	AR 623-1
Evaluation Reports-Enlisted	AR 623-205
Evaluation Reports-Officer	AR 623-105
Evidence Procedures	AR 195-5
Exceptional Family Member Program	AR 608-75
Excess Leave-CONUS	AR 600-8-10
Excess Leave-OCONUS	AR 614-30
Exchange Privileges Withdrawal	AR 60-20
Exchange Service Policy	AR 60-10
Exchange/Reassignment	AR 614-200
Expeditious Discharge	AR 635-200
Extension of Service Members on Active Duty	AR 635-200
Extension/Reenlistment	AR 601-280
Extradition	AR 190-9
Family Advocacy	AR 608-1
Family Advocacy Program	AR 608-18
Family Care Plan-Policies	AR 600-20
Family Child Care	AR 608-10
Family Housing	AR 210-50
Family Member Support, Child Custody, Paternity	AR 608-99
Family Member Travel	AR 55-46
Finance-Installation Activities	DFAS-IN 37-1 Online Only (www.asafm.army.mil)
Finance-Travel and Transportation	DFAS-IN 37-1 Online Only (www.asafm.army.mil)
Financial-Administration	DFAS-IN 37-1 Online Only (www.asafm.army.mil)
Financial-Institutions-Obtain Information	AR 190-6
Fire Protection	AR 420-90
Flags	AR 600-8-2

Flight Evaluation Boards	AR 600-105
FOIA	AR 25-55
Food Service Program	AR 30-22
Foreign Service Tour Extension	AR 614-30
Foul and Abusive Language (Sexual Harassment)	AR 600-20
Fraternization	AR 600-20
Fraudulent Entry	AR 635-200
Fund Raising	AR 600-29
Furniture (Housing)	AR 210-50
Furniture and Equipment	AR 710-2
Gambling	DoD 5500.7-R
Gifts	DoD 5500.7-R
Gifts and Donations	AR 1-100
Gifts for Distribution to Individuals	AR 1-101
Guide to Establishing Family Support Groups, A	DA Pam 608-47
Health Promotion	AR 600-63
HIV-Handling	AR 600-110
Hometown News Release Program	AR 360-1
Household Goods	AR 55-71
Housing - Solicitation	AR 210-7
Housing-Family	AR 210-50
Housing-Furniture	AR 210-50
Housing-Referral	AR 210-50
ID Cards and Privileges	AR 600-8-14
Indebtedness	AR 600-15
Indebtedness-Cancellation	AR 37-104-4
Inspection Policy	AR 1-201
Inspector General Activities and Procedures	AR 20-1
Instructions--Benefits of Honorable Discharge	AR 350-21
Insurance	AR 215-1
Insurance-Solicitation	AR 210-7
Internal Control Systems	AR 11-2
Investigation, Cdr's Inquiry	RULE 303, Manual for Courts Martial
Investigations	AR 15-6
Joint Domicile (Enlisted)	AR 614-200
Joint Domicile (Officers)	AR 614-100
Judge Advocate Legal Service	AR 27-1
Jumps-Pay and Allowance Procedures	AR 37-104-4
Jurisdiction	DA PAM 27-173
Law Enforcement Operations Off-Post	AR 190-24
Leadership	AR 600-100
Leave and Pass Policies	AR 600-8-10
Legal Assistance	AR 27-3
Letters of Reprimand	AR 600-37
Letters of Reprimand-Removal/Promotion List	AR 600-8-29

Line of Duty Investigations	AR 600-8-1
Logistics Readiness and Sustainability	AR 700-138
Loss-Property Report of Survey	AR 735-5
Magistrates	AR 190-29
Mail	AR 25-51
Malfunctioning Involving Ammo and Explosives	AR 75-1
Meal Card	AR 600-38
Medical Boards-Composition	AR 40-1
Medical Fitness (Standards)	AR 40-501
Medical-Facilities and Activities	AR 40-4
Military Convoy Operations In CONUS	FM 55-30
Military Justice	AR 27-10
Mobilization of Retired Members	AR 601-10
Morale Support	AR 215-1
Mortgage Insurance For Soldiers	AR 608-8
MOS	AR 614-200
MOS-Classification/Standards	DA Pam 611-21
MOS-Reclassification	AR 614-200
MOTOR Pool Opns Users Guide	DA PAM 750-35
MOTOR Vehicle Traffic Supervision	AR 190-5
MOTOR Vehicles	AR 58-1
Motor Vehicles-Safety Inspection	AR 385-55
MP Investigations	AR 190-30
MP, Use of Force	AR 190-14
NCO Development Program	AR 350-17
Nonsupport Claims	AR 608-99
Notification-Injury Cases	AR 40-400
NSLI, SGLI, VGLI, GLI	AR 600-8-1
Obscene Material	AR 190-22
OCS Application	AR 350-51
Office Symbols	AR 25-1
Officer and NCO Clubs	AR 215-1
Officer Classification System	DA Pam 611-21
Officers-Assignments/Policies	AR 614-100
Officers-OER	AR 623-105
Officers-Professional Development	DA PAM 600-3
Officers-Relief	AR 600-20
Officers-Relief	AR 623-105
Officers-Removal from Promotion List	AR 600-8-29
Officers-Resignations and Discharges	AR 600-8-24
Officers-Separation	AR 600-8-24
Official Mail Cost Control Program	AR 25-51
Official Military Personnel File	AR 600-8-104
OPSEC	AR 530-1
ORDERS	AR 600-8-105

Over stamped ID Cards	AR 600-8-14
Overseas Service	AR 614-30
Overweight Program	AR 600-9
PAO-Press Release	AR 360-1
Passports and Visas	DoD 1000.21-R
Paternity Claims	AR 608-99
Pay (Military)	AR 37-104-4
PCS Policy	AR 614-6
Performance Counseling	AR 600-20; AR 635-200; FM 27-1
Personal Affairs	AR 608-99
Personal Clothing	AR 700-84
Personal Records	AR 600-8-104
Personnel Mgt and Admin Procedures	AR 600-8-11
Personnel Qualification Records	AR 600-8-104
Personnel Security Program	DoD 5200.2-R
Photograph, Military	AR 640-30
Physical Evaluation For Retention	AR 635-40
Physical Fitness	AR 600-9
Physical Fitness/Training Program	AR 350-1
Physical Performance Evaluation System	AR 600-60
Physical Security	AR 190-11
Political Activities	AR 600-20
POM/Legal Assistance	AR 220-10
POR for Overseas Movement	AR 600-8-101
Post Exchange	AR 60-20; AR 60-10
Pregnancy - Counseling	AR 600-20
Pregnancy - Counseling	FH REG 600-24
Preventive Law	AR 27-3
Privacy Act	AR 340-21
Private Organization-Attendance at	AR 1-211
Private Organizations on DA Installations	AR 210-22
Prohibited Personnel Practices	5 USC 2302
Promotion (Off/WO) (Reserve)	AR 135-155
Promotion List Removal	AR 614-200
Promotion Recruiting Support Program	AR 601-2
Promotions-Enlisted	AR 600-8-19
Promotions-Officers	AR 600-8-29
Property Accountability/Disposal	AR 735-5
Property Disposal	DoD 4160.21M
Property Loss/Damage	ART 139, UCMJ
Property-Account/Loss	AR 735-5
Property-Lost, Abandonment, Unclaimed	DoD 4160.21M
PT Program	AR 350-1
Quality of Life	DA PAM 690-37
Quarters	AR 210-50
Records-Personnel/Individual Military	AR 600-8-104

Recreational Facilities	AR 200-3; AR 215-1
Red Cross	AR 930-5
Reduction for Inefficiency	AR 27-10; AR 600-8-19
Reductions-Administrative	AR 614-200
Reductions-Punitive	AR 27-10
Reenlistment/Reenlistment Codes	AR 601-280
Regimental System	AR 600-82
Regular Army Appointments	AR 601-100
Rehabilitative Transfer	AR 635-200
Release to Civil Authorities	AR 190-9
Relief for Cause	AR 600-20
Remedial Training	AR 600-20; FM 27-1
Remission or Cancellation of Indebtedness	AR 600-4
Reports of Survey	AR 735-5
Reports of Survey-Investigation	AR 15-6
Reprimand and Admonition	AR 600-20; AR 600-37; AR 27-10; FM 27-1; MCM para 128C
Restraint or Restriction	AR 27-10; MCM, para 128C
Retired Pay	DoD 7000.14-R Vol 7 PT B
Retirement Points	AR 140-185
Retirement Services Program	AR 600-8-7
Return of Accused Felons To CONUS	AR 190-9
Riot, Civil Disturbances	AR 500-50
SAEDA	AR 381-12
Safety	AR 385-10
SBP	AR 600-8-7
Schools Catalog	DA PAM 351-4
Search/Seizure/Disposition of Property	AR 190-22
Security Clearance Revocation	FM 27-1
Security Of Army Property	AR 190-51
Security-Classifications	AR 380-5
Security-Nonaffiliated Personnel/Information	AR 380-13
Security-Personnel Program	DoD 5200.2-R
Selling On Post	DoD 5500.7-R
Separations-Enlisted	AR 635-200
Separations-Officer	AR 600-8-24
Separations-Processing Personnel	AR 635-10
Serious Incident Report (SIR)	AR 190-40
Service Obligations (OFFICER)	AR 350-100
Service Obligations, Methods of Fulfillment,	AR 135-91
Sexual Harassment	AR 600-20
SGLI, VGLI, GLI, NSLI	AR 600-8-1
Sick Slip	AR 40-66
SIDPERS	AR 680-29
Smoking In DA Occupied Buildings	AR 600-63
Solicitation	AR 210-7
Sponsorship Program	AR 600-8-8

Standards of Conduct	AR 360-1; DoD 5500.7-R
Standards of Grade Authorizations	DA Pam 611-21
Subpoena	AR 27-40
Suggestions-Incentive Awards	AR 672-20
Suicide Prevention	DA PAM 600-24
Summary Courts-Martial-Procedures	DA PAM 27-17
Support Of Dependents	AR 608-99
Survivors Assistance	DA PAM 608-4
Survivors Benefit Plan	AR 600-8-7
Suspension Of Favorable Actions	AR 600-8-2
TDY-Permissive	AR 1-211; AR 360-1
Temporary Duty	AR 614-11
Termination of Government Quarters	AR 210-50
Training	AR 350-1
Transportation/Travel	AR 58-1; DFAS-IN 37-1 Online Only (www.asafm.army.mil)
Unfavorable Information	AR 600-37
Uniform Wear and Appearance/Standard and Insignia	AR 670-1
Unit Climate Profile, Commander's Handbook	DA PAM 600-69
Unit Commanders Supply Handbook	TB 710-5
Unit Status Reporting	AR 220-1
Unit Strength Accounting and Reporting	AR 600-8-6
Unit Supply System	DA PAM 710-2-1
Units-Orders	AR 600-8-105
Unqualified Resignation	AR 600-8-24
Use Of Force	AR 190-14
USO	AR 930-1
Vendors On Post	DoD 5500.7-R
Veteran Privileges	AR 40-1; AR 40-3
Veterinary Health Services	AR 40-905
VGLI, GLI, NSLI, SGLI	AR 600-8-1
Volunteers	AR 930-5
Voting	AR 608-20
War Trophies	AR 608-4
Warrant Officers-Professional Development	DA PAM 600-11
Weight Control Program	AR 600-9

Glossary

Section I. Abbreviations

AA&E

Arms, Ammunition and Explosives

ACAP

Army Career and Alumni Program

ACS

Army Community Service

ADL

Active Duty List

ADSW

Active Duty for Special Work

ADT

Active Duty for Training

AG

Adjutant General

AGR

Active Guard Reserves

APFT

Army Physical Fitness Test

AR

Army Regulation

ARCOM

United States Army Reserve Command

ARNG

Army National Guard

ARPH

All Ranks Personnel Handbook

AT

Annual Training

AWCP

Army Weight Control Program

BAH

Basic Allowance for Housing

BAS

Basic Allowance for Subsistence

BOSS

Better Opportunities for Single Soldiers

CDR

Commander

CFSC

Community Family Support Center

CG

Commanding General

CINCUSAREUR

Commander in Charge United States Army Europe

CO2

Consideration of Others

CONUS

Continental United States

CONUSA

Continental United States Army

COT

Consecutive Overseas Tour

CR

Cardio respiratory

CVSP

Cardiovascular Screening Process

DA

Department of the Army

DCA

Director Community Activities

DoD

Department of Defense

DoDFMR

Department of Defense Financial Management Regulation

DPW

Director Public Works

EDRE

Emergency Deployment Readiness Exercise

EH

Evaluations Handbook

EOA

Equal Opportunity Advisor

EOR

Equal Opportunity Representative

ERPH

Enlisted Ranks Personnel Handbook

EUSA

Eighth United States Army

FACRC

Family Advocacy Case Review Committee

FAM

Federal Personnel Manual

FAP

Family Advocacy Program

FCP

Family Care Plan

FH

Finance Handbook

FORSCOM

United States Army Forces Command

FY

Fiscal Year

GFOQ

General/Flag Officer's Quarters

GOCOM

General Officer Command

GSA

General Services Administration

HCP

Health Care Provider

HIV

Human Immunodeficiency Virus

HOR

Home of Record

HQDA DCSPER

Headquarters Department of Army Deputy Chief of Staff for Personnel

ICQ

Installation Commander's Quarters

IDT

Inactive Duty for Training

IG

Inspector General

IMA

Individual Mobilization Augmentee

JER

Joint Ethics Regulation

JFTR

Joint Federal Travel Regulation

LES

Leave and Earning Statement

M&R

Maintenance and Repair

MACOM

Major Army Command

MC

Member of Congress

MCM

Manual for Courts Martial

MEDDAC

Medical Department Activity

METL

Mission Essential Task List

MHCP

Mental Health Care Provider

MHE

Mental Health Evaluation

MILPO

Military Personnel Office

MMH

Maintenance Management Handbook

MMRB

MOS/Medical Retention Board

MOS

Military Occupational Specialty

MWRH

Morale, Welfare, and Recreation Handbook

NAF

Nonappropriated Fund

NCO

Noncommissioned Officer

NCOER

Noncommissioned Officer Evaluation Report

NCOES

Noncommissioned Officer Education System

NCOIC

Noncommissioned Officer In Charge

NDAA

National Defense Authorization Act

NTV

Nontactical Vehicle

NVD

Night Vision Device

O&M

Operation and Maintenance

OCONUS

Outside Continental United States

OER

Officer Evaluation Report

OMPF

Official Military Personnel File

OQ

Officer Quarters

PA

Physician Assistant

PCS

Permanent Change of Station

PERSCOM

Total Army Personnel Command

PMOS

Primary Military Occupational Specialty

POI

Policy of Instruction

PPBD

Physical Profile Board

PSB

Personnel Service Battalion

PSH

Physical Security Handbook

PSNCO

Personnel Service Noncommissioned Officer

QMP

Quality Management Program

QTB

Quarterly Training Brief

R&U

Repair and Upgrade

RCPH

Reserve Component Personnel Handbook

RMA

Readiness Management Assemblies

RST

Rescheduled Training

RTU

Reserve Training Units

SATB

Semiannual Training Brief

SEQ

Senior Enlisted Quarters

SIDPERS

Standard Installation Division Personnel System

SJA

Staff Judge Advocate

SME

Subject Matter Expert

SOQ

Senior Officer Quarters

SRP

Soldier Readiness Packet

TDY

Temporary Duty

TPU

Troop Program Units

UCMJ

Uniform Code of Military Justice

USAR

United States Army Reserve

USARJ

United States Army, Japan

USH

Unit Supply Handbook

UTA

Unit Training Assemblies

WESTCOM

Western Command